



**Loudoun County Department of Fire, Rescue and
Emergency Management
Strategic Plan
November 2005**

**"Culture does not change because we desire to change it.
Culture changes when the organization is transformed." Frances Hasselbein**

**Thanks to all who contributed to our transformation! Here's to our New
Beginning!**

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Letter from the Chief:

LCFR Department personnel

December 12, 2005

Re: Strategic Plan

It is with great enthusiasm that I present the *Strategic Plan* for the Loudoun County Department of Fire, Rescue and Emergency Management. The department's *Strategic Plan* complements and supports the system-wide *Service Plan*, and will serve as a compass that provides constant direction for a continued delivery of high quality emergency service to our citizens, visitors, and businesses.

The *Strategic Plan* is a tool that will keep us fully focused on those routine matters that require continuous attention, as well as position the organization to effectively plan for, manage, and meet the demands of a modern Fire, EMS, and Emergency Management organization.

Some seven months ago I assembled a group of department members and began the strategic planning process. Through this process we came together each Tuesday morning to review what we do as a department, and most importantly discussed how we should take what we do, polish it, give it direction, and deliver it so that it has meaning.

Through this planning process we have been able to target both broad and specific department systems and processes, and develop strategies and key measurements that I believe will enhance and strengthen our organizational ability to meet the demands of our growing department, and most importantly our growing County.

The *Strategic Plan* does not ask every question, set every goal, define every issue, or provide all of the answers. It is designed to be a living document that will be measured and updated on an annual basis.

The responsibilities of our department are great, and as internal stakeholders you drive how we deliver our service each and every day. As such it is critical that you engage this document and understand how you can bring it to life and advance it, which will ensure success at each level in the organization.

Sincerely,

Joseph E. Pozzo
Chief of Department

LCFR Executive Summary:

The planning process for the *Strategic Plan* included several steps of which seven were identified as key to our success. These include such steps as examining both current and future environmental factors that may impact the organization's ability to fulfill its vision, taking a meaningful look into the strengths and weakness of the organization, as well as any opportunities that may be present or could be in our future, revising the organization's mission statement and vision to better align these organizational components with what we are doing today, setting long term organizational goals, exploring and documenting alternative approaches to satisfy established goals, targeting resources that will help us achieve established goals, and establishing clear and concise one-year objectives.

To assist the core strategy group to fully understand all the components that influence our daily operations and decision-making, we identified then examined both our micro and macro environments. From this the group created a diagram that illustrates the various influence rings that expand outward from the center point or core (citizenry), to the outermost ring that represents out external drivers. The seven influence rings that create the internal layers of our environment represent our internal drivers.

The core of the strategic planning process is a series of interconnected blocks that build upon one another, with no block able to stand independently. These blocks connect the department's mission and vision to the five core strategies and core strategy components. As an image of how an organization desires to operate in the future lies within its mission and vision, so too does the origination point of each core strategy for our department lie.

To ensure success, each core strategy contains statements, objectives, and key measurements that fully define each strategy, and that provides the means to meet a specific strategic direction, as well as measuring the results of our work. Because measurement of how well we are doing is important to our success, each key measurement has initiation and target dates for completion, as well who on staff is responsible for the successful completion of each of the key measurements contained in this document.

Success can be measured many ways. For our department this *Strategic Plan* will provide the guidance, models, practices, processes, and systems to ensure our success. Many thanks to the core group who worked hard over the last seven months to prepare this document for not only today, but also for our future.

Joseph E. Pozzo

LCFR Organizational Overview:

Mission Statement

The Loudoun County Department of Fire, Rescue and Emergency Management is dedicated to the well-being of our citizens, visitors and members. We will provide essential emergency and non-emergency programs through teamwork, integrity, professionalism and service.

Vision

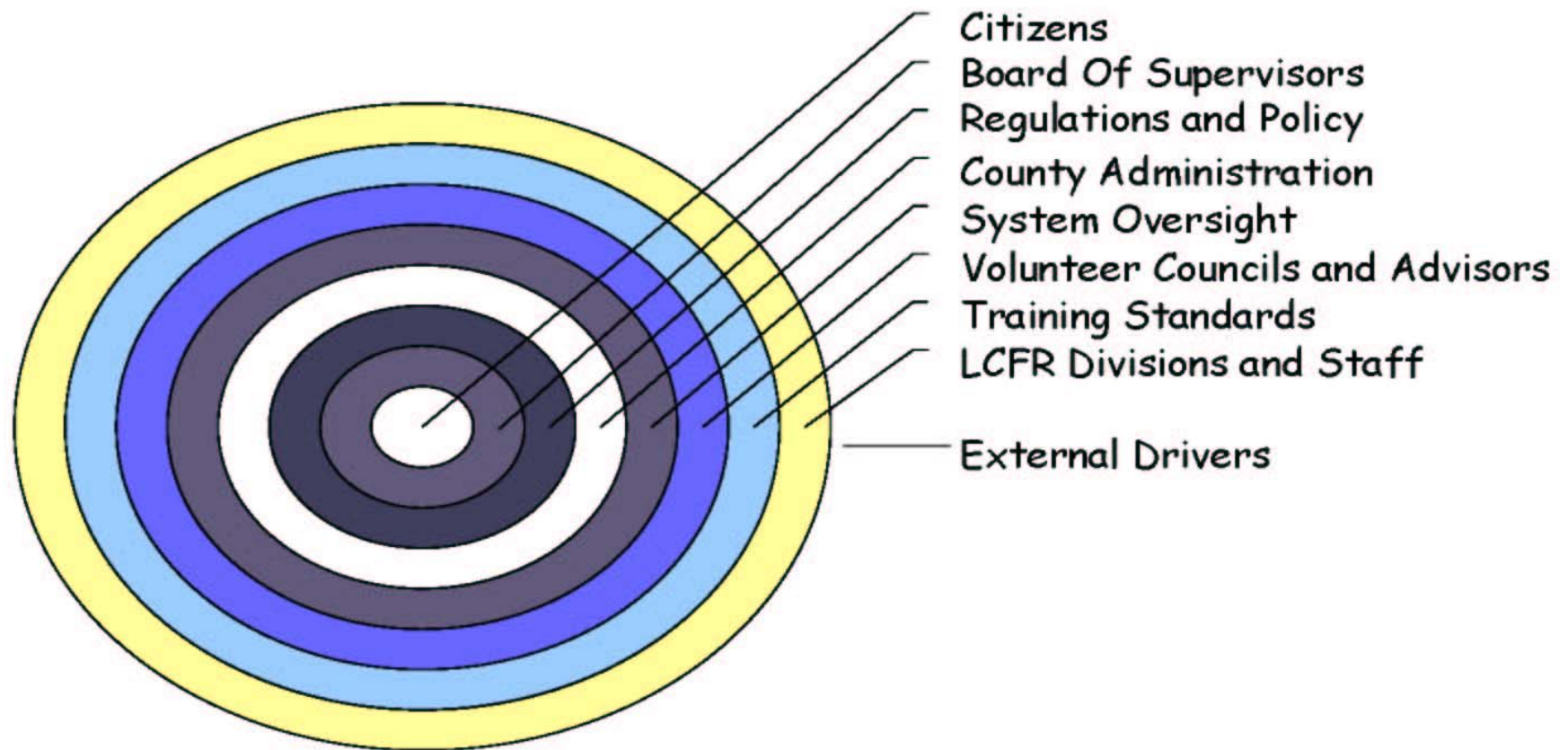
Our vision is to become a high performance organization that consistently exceeds the expectations of our community. Framed by our core strategies, with exceptional attention to the key components of planning, education and response, we strive to be that department from which other departments seek insight and guidance.

Core Values

Core Value	Explanation
Teamwork:	"Do it Together" -- <i>To achieve organizational effectiveness and efficiency by collectively supporting a common goal of excellence through service, valuing and fostering the contributions and involvement of all departmental employees - and acting daily on a personal commitment to help one another selflessly.</i>
Integrity:	"Do it Right" -- <i>To be morally sound, honest, and free from corruption - with it's influence and motives, and to maintain a sense of personal consequences and organizational accountability for our actions and words, consistent with an unyielding pride for who we are, where we work, and who we serve.</i>
Professionalism:	"Do it Well" -- <i>To conduct and carry ourselves responsibly as respected ambassadors and public servants - and to be knowledgeable, skilled, and in a state of readiness to perform our duties with great swiftness, ability, and in such a manner as to promote our communities' trust and confidence - while steadfastly committed to continuous organizational and personal improvement.</i>
Service:	"Do it Now" -- <i>To personally and collectively provide necessary and beneficial services in an effective, courteous, and timely manner to all whom these services target and touch, and in such a manner as to protect our community - and one another - from harm.</i>

Loudoun County Fire-Rescue System

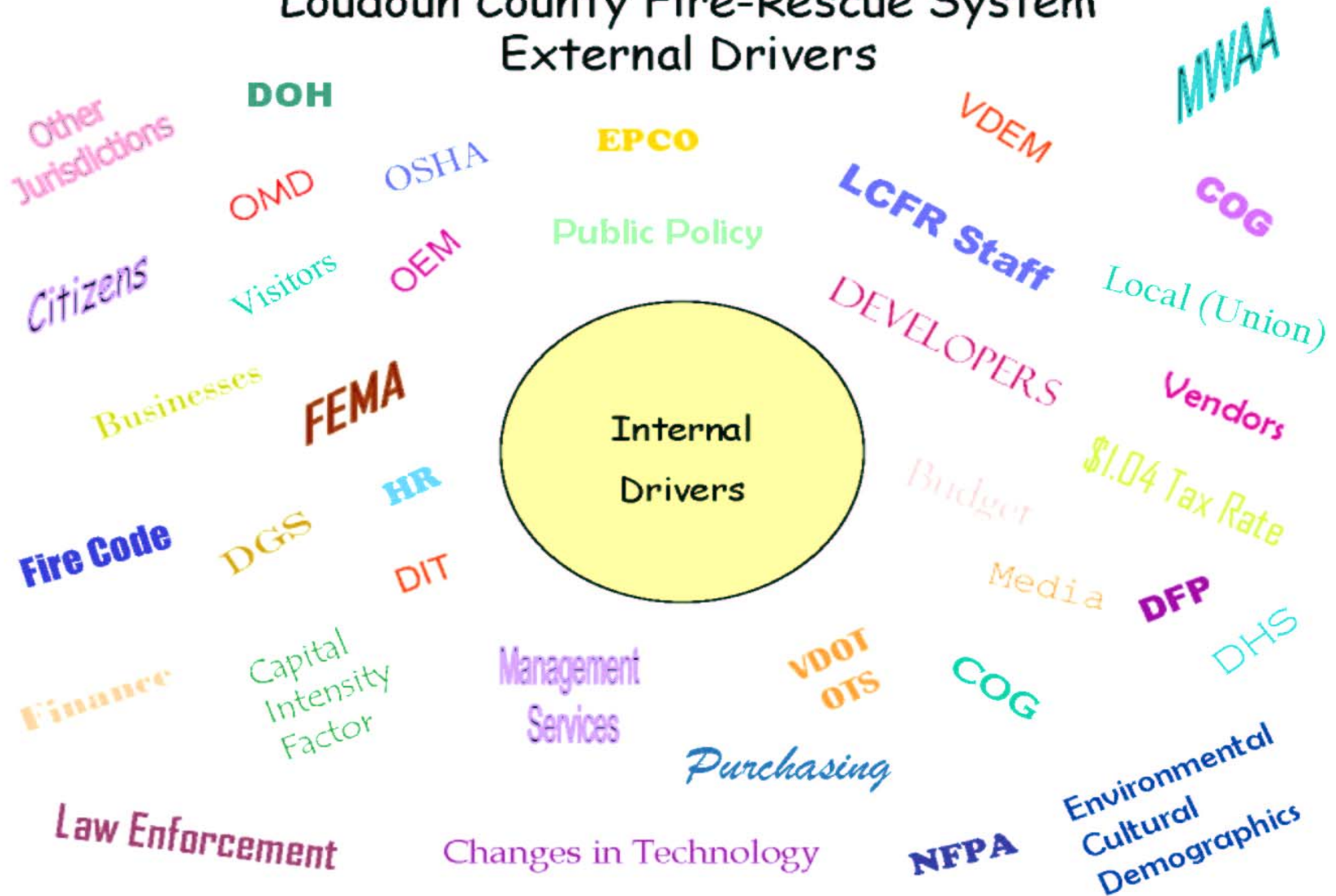
Macro/Micro Environment



Loudoun County Fire-Rescue System Macro/Micro Environment Layer Descriptions

- **Layer One**
 - Citizens
- **Layer Two**
 - BOS
 - Public Policy
 - State and Federal Regulations
- **Layer Three**
 - County Admin
- **Layer Four**
 - FR Commission
 - Office of the Chief
- **Layer Five**
 - Councils
 - Volunteer President/Chiefs
 - Volunteers
 - Senior Staff
- **Layer Six**
 - Training Standards
- **Layer Seven**
 - EMS
 - Planning
 - Communications
 - Training
 - Operations
 - FMO
 - FF/EMT
 - Admin Staff
 - Emergency Management

Loudoun County Fire-Rescue System External Drivers

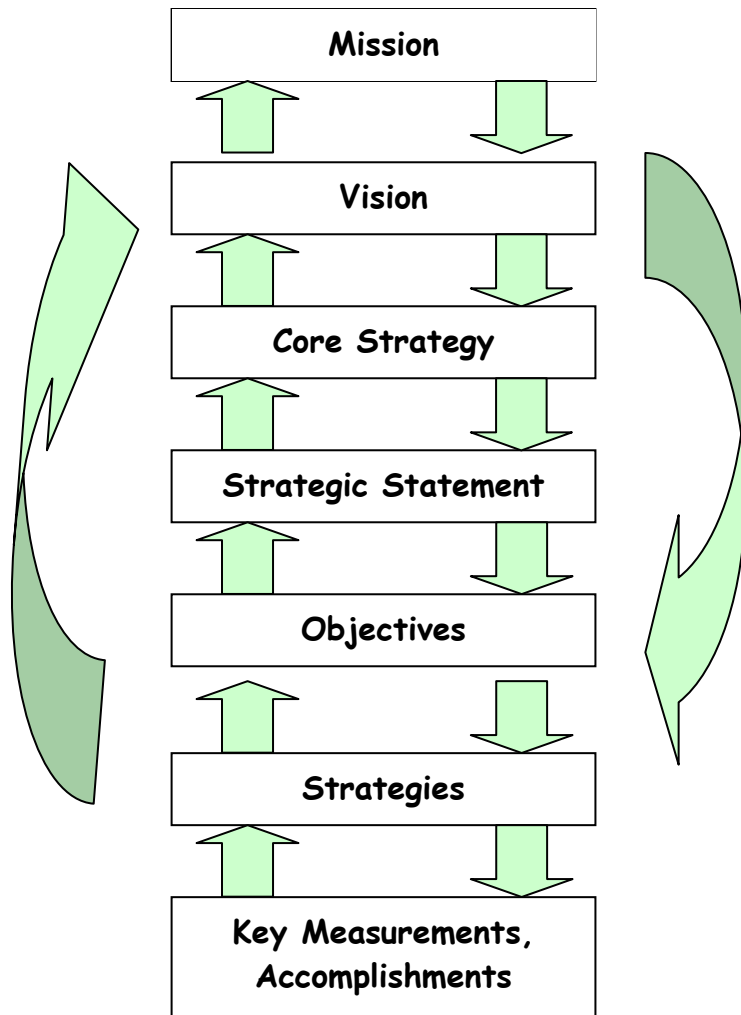


The Process:

The planning process undertaken to develop the strategic plan involved these steps:

1. Examination of the current and future environmental factors that impact the department's capability to reach its vision.
2. Discussion of the organization's strengths, concerns, and opportunities.
3. Review and revise the mission statement, vision and core values.
4. Establishment of long-term goals.
5. Exploration of various strategic alternative approaches to accomplish the goals.
6. Delineation of specific physical, financial, and human resources needed for the department to accomplish the long-term goals
7. Establishment of specific one-year objectives.

The Strategic Planning Process



Definitions:

Mission: the organizations general purpose.

Vision: an image of how the organization desires to operate in the future.

Core Strategy: derived from the department's mission and values, are high-level broad statements of what the organization desires to achieve.

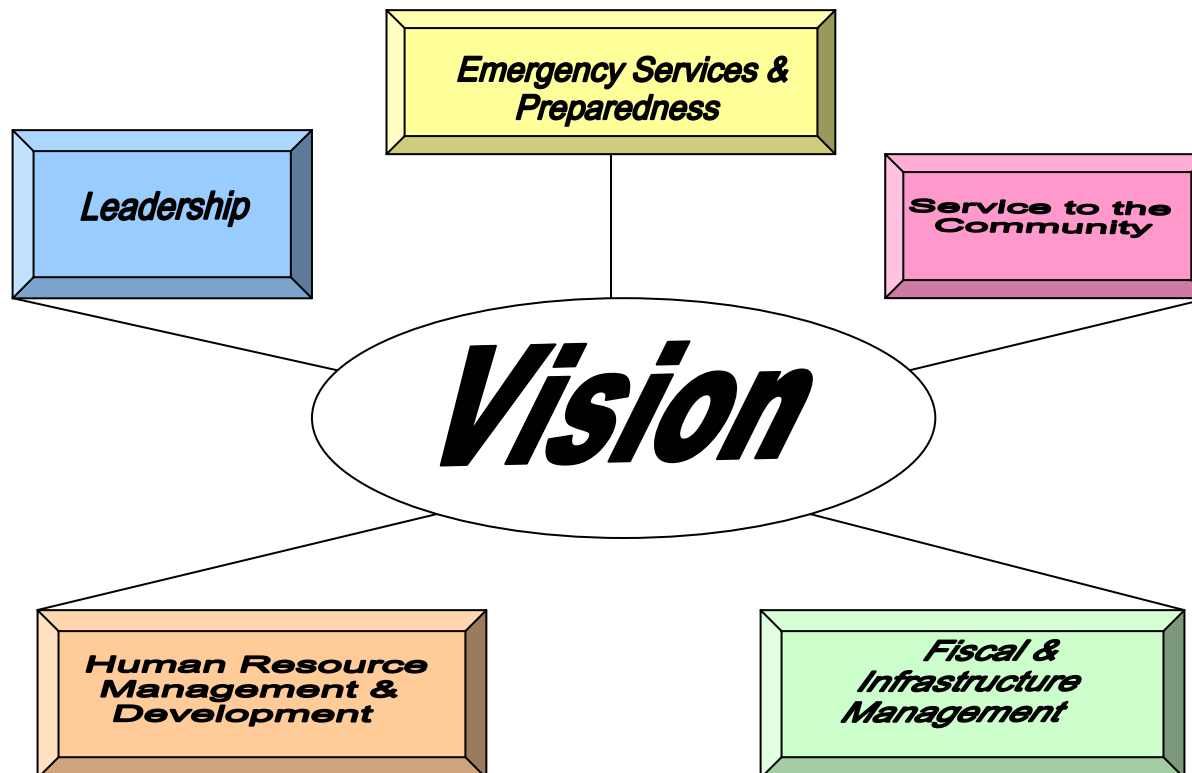
Strategic Statement: provides detailed information about the core strategies.

Objectives: derived from and in support of the core strategy, the objectives are statements of the general means by which the organization will work to meet the strategic direction.

Strategies: statements of how each objective will be addressed. These might incorporate multiple initiatives or projects, and are designed to produce measurable results.

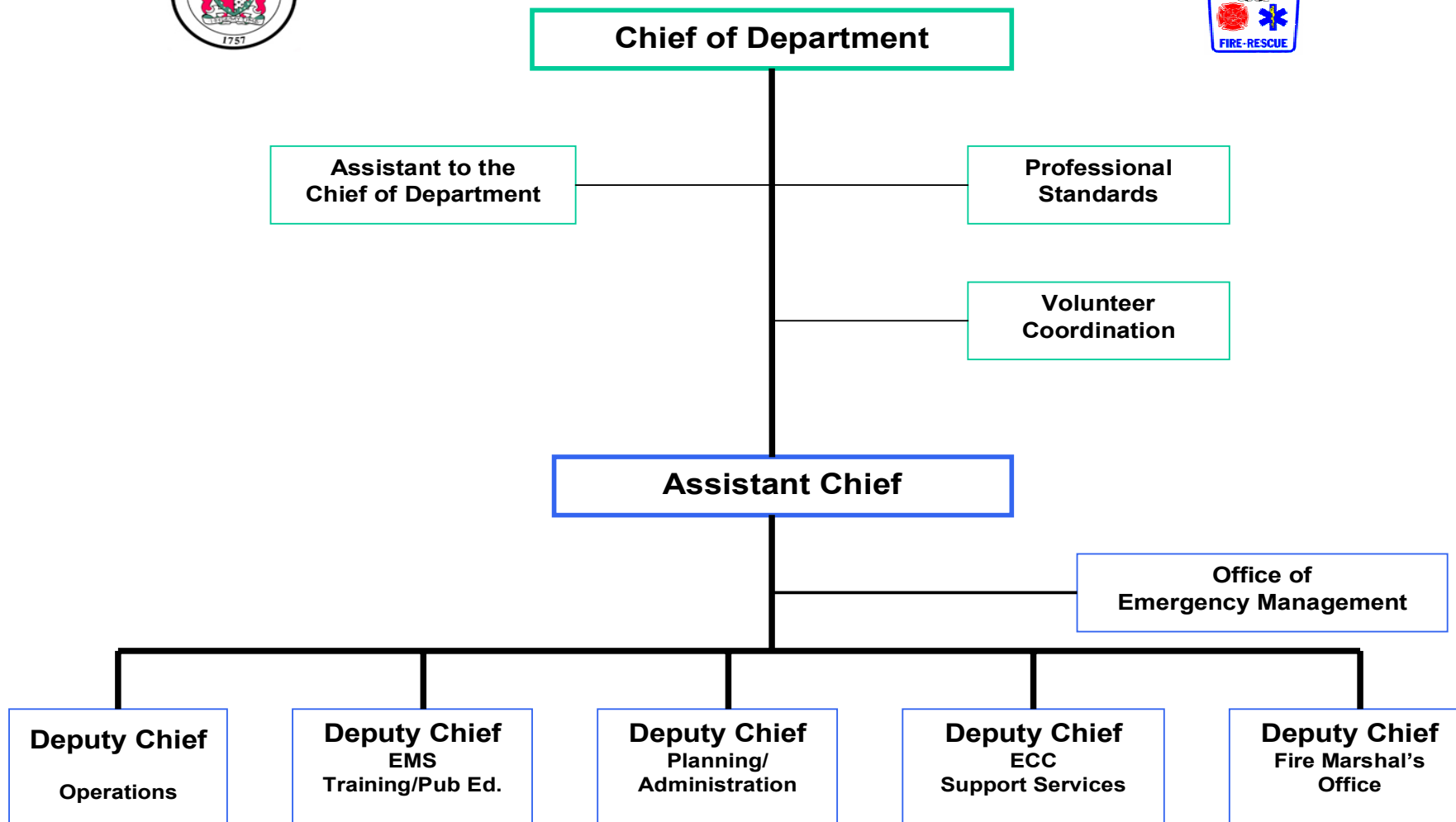
Key Measurements/Accomplishments: summarizes the process by showing actual programs and activities that were accomplished / completed.

Core Strategies & Objectives:





Loudoun County Fire, Rescue and Emergency Management



December 1, 2005

Core Strategy #1:

Leadership

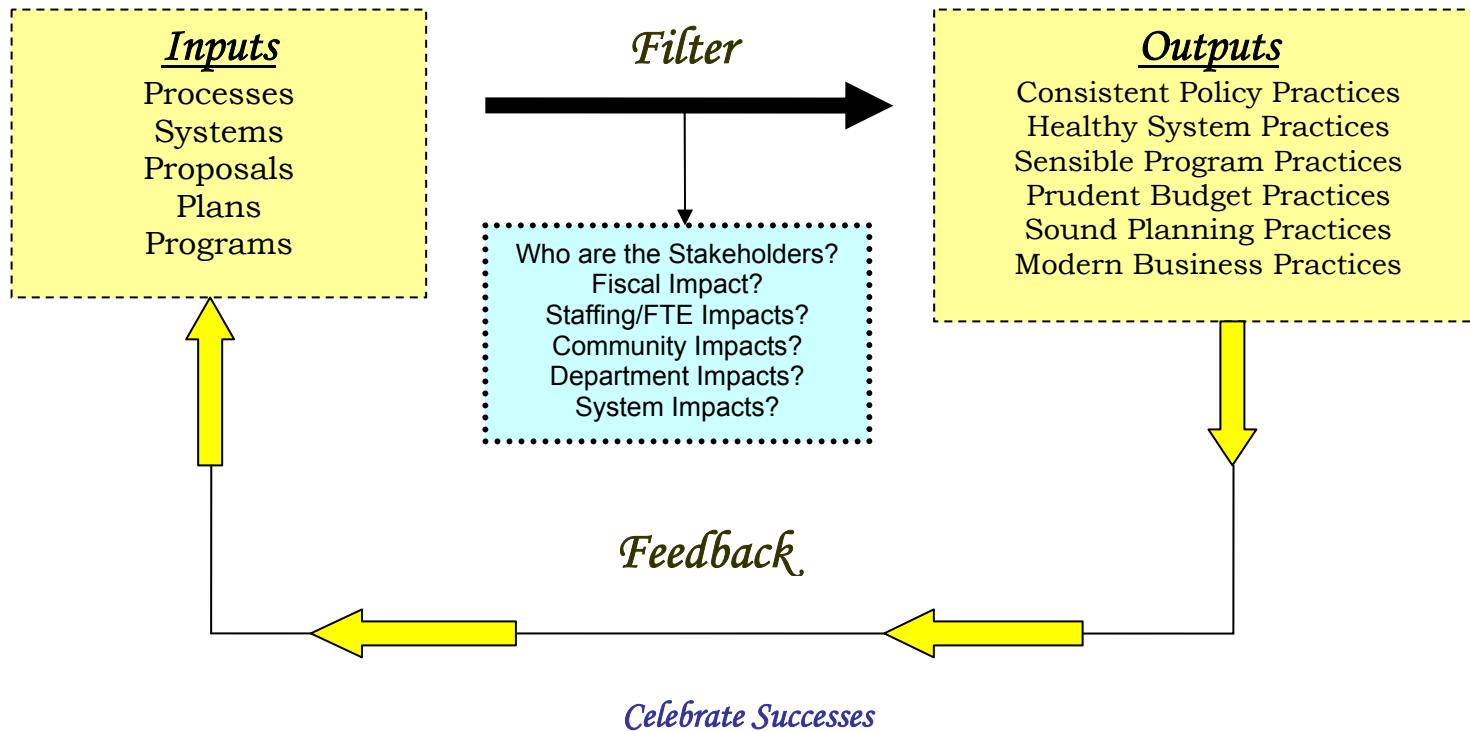
Strategic Statement: Accountable leadership provides safe and responsible direction through sound management and planning principles, strong collaboration with all stakeholders, observance of the governance process, open communication conduits, and a constant self assessment that we are doing the right thing while preserving the tradition of the fire and rescue service.

Objective 1.1: Best Practices -- Ensure that consistent, productive, and predictable management and planning methods are developed and implemented for each process, system, proposal, and plan.

Strategy 1.1.1: Foster a Best-Practices Model that includes inputs, critical analysis, and outcomes for each process, system, proposal and plan, and that celebrates successes.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.1.1.1: Implement a best practices model to be utilized as a guide and decision-making filter.</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Senior Staff</i>

Best Practices Model



Objective 1.2: Strategic Program Delivery -- Provide staff and organizational members with the guidance, tools, and training necessary to understand and appreciate the value of the combined system Service Plan, and departmental Strategy, Vision, and Core Values.

Strategy 1.2.1: To provide staff and organization members the tools to understand the value of the combined system Service Plan and departmental Strategic Plan, we must effectively package and deliver these documents to all department members.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
1.2.1.1: Complete the Service Plan development process.	Mar. 2005	Oct. 2005	Chief of Department
1.2.1.2: Complete the Strategic Planning process.	Jun. 2005	Nov. 2005	Strategic Planning Team
1.2.1.3: Deliver all materials and updates to department members through scheduled training and discussion sessions.	Dec. 2005	Ongoing	Strategic Planning Team

Strategy 1.2.2: Provide staff and organization members with the necessary training so that they may begin to apply the methodologies of the Service Plan, and work to fulfill the objectives of the departmental Strategic Plan. Continuously revisit these documents to ensure the organizational goals and Service Plan objectives are being met.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
1.2.2.1: Facilitate initial Service Plan and Strategic Plan document training through scheduled recruit and staff training.	Dec. 2005	Feb. 2006	Senior Staff
1.2.2.2: Facilitate ongoing review of the Service Plan and Strategic Plan documents with all department members. Prepare annual "report card" of enablers and restrainers.	Mar. 2006	Annual	Senior Staff Program Managers

Strategy 1.2.3: Continually recognize and espouse the established values of Teamwork, Integrity, Professionalism, and Service through organizational training, meetings, documents, and actions.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.2.3.1: Provide new members of the organization the Values document, and ensure through formal training the initial learning process occurs.</i>	Dec. 2005	Ongoing	Senior Staff
<i>1.2.3.2: Include the Values document as an introductory slide in all incumbent training programs, and as a document page in all incumbent training manuals and handouts.</i>	Dec. 2005	Ongoing	Training Staff
<i>1.2.3.3: Include the Values as 'footer' on all official department correspondence/written documents.</i>	Dec. 2005	Ongoing	Department Wide

Objective 1.3: Building and Supporting Relationships -- Foster seamless and collaborative relationships with all of our stakeholders and target a shared vision that furthers our mission.

Strategy 1.3.1: To ensure as a department we exercise responsible behavior that embraces collaborative relationships, we must treat stakeholders primarily as individuals with capacity rather than as individuals with needs.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.3.1.1: Ensure at all times the right people are assembled, and input is valued when system and department decisions are made.</i>	Dec. 2005	Ongoing	Senior Staff Program Managers Officers

Strategy 1.3.2: To ensure as a department we exercise responsible behavior that targets a shared vision, we must facilitate opportunities for system members to learn, work, and to realize the department's vision and goals.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.3.2.1: Ensure that the right people with the right skills are in the right place at the right time.</i>	Dec. 2005	Ongoing	Senior Staff Program Managers Officers

Strategy 1.3.3: To ensure as a department we exercise responsible behavior that furthers our mission, we must build department and system capacity by keeping all stakeholders engaged, educated, informed, and by encouraging and supporting system involvement.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.3.3.1: Provide departmental support and encouragement for member educational opportunities (within reason and budget).</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Senior Staff Program Managers Officers</i>
<i>1.3.3.2: Seek opportunities that include combined system staffing, programs, and collaboration.</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Senior Staff Program Managers Officers</i>

Objective 1.4: Communicating Effectively -- Utilize a communication model that establishes an effective path of clear and concise information exchange.

Strategy 1.4.1: Ensure that an effective path of clear and concise information exchange is achieved.

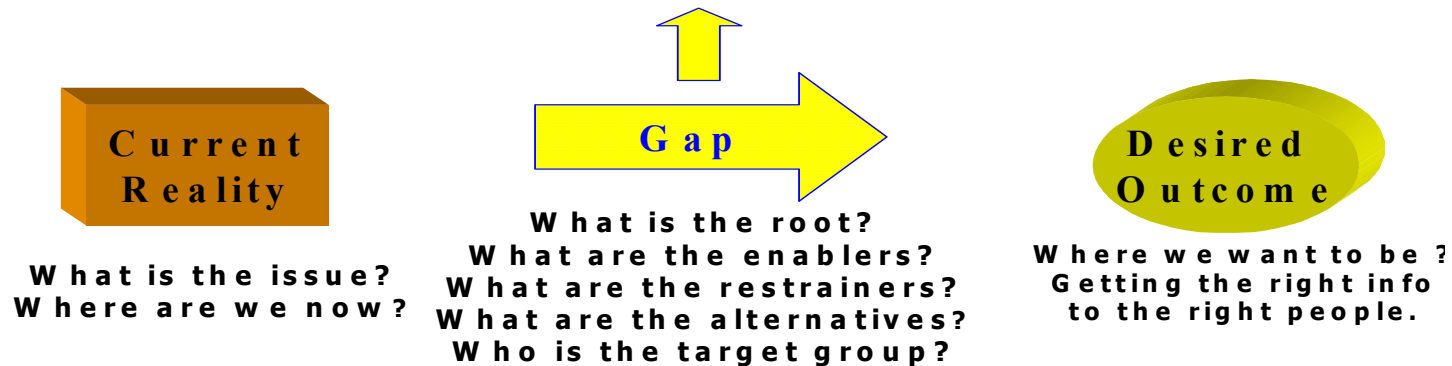
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>1.4.1.1: Develop and adopt a Communication Model that links current reality to a desired state through a gap analysis filter.</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Department Members</i>
<i>1.4.1.2: Identify and communicate current realities and work within the 'gap' of the Communication Model to reach the desired state.</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Senior Staff</i>
<i>1.4.1.3: Facilitate ongoing review of department communication mediums and the Communication Model through department members. Prepare annual 'report card' of enablers and restrainers.</i>	<i>Dec. 2005</i>	<i>Ongoing</i>	<i>Senior Staff Program Managers</i>

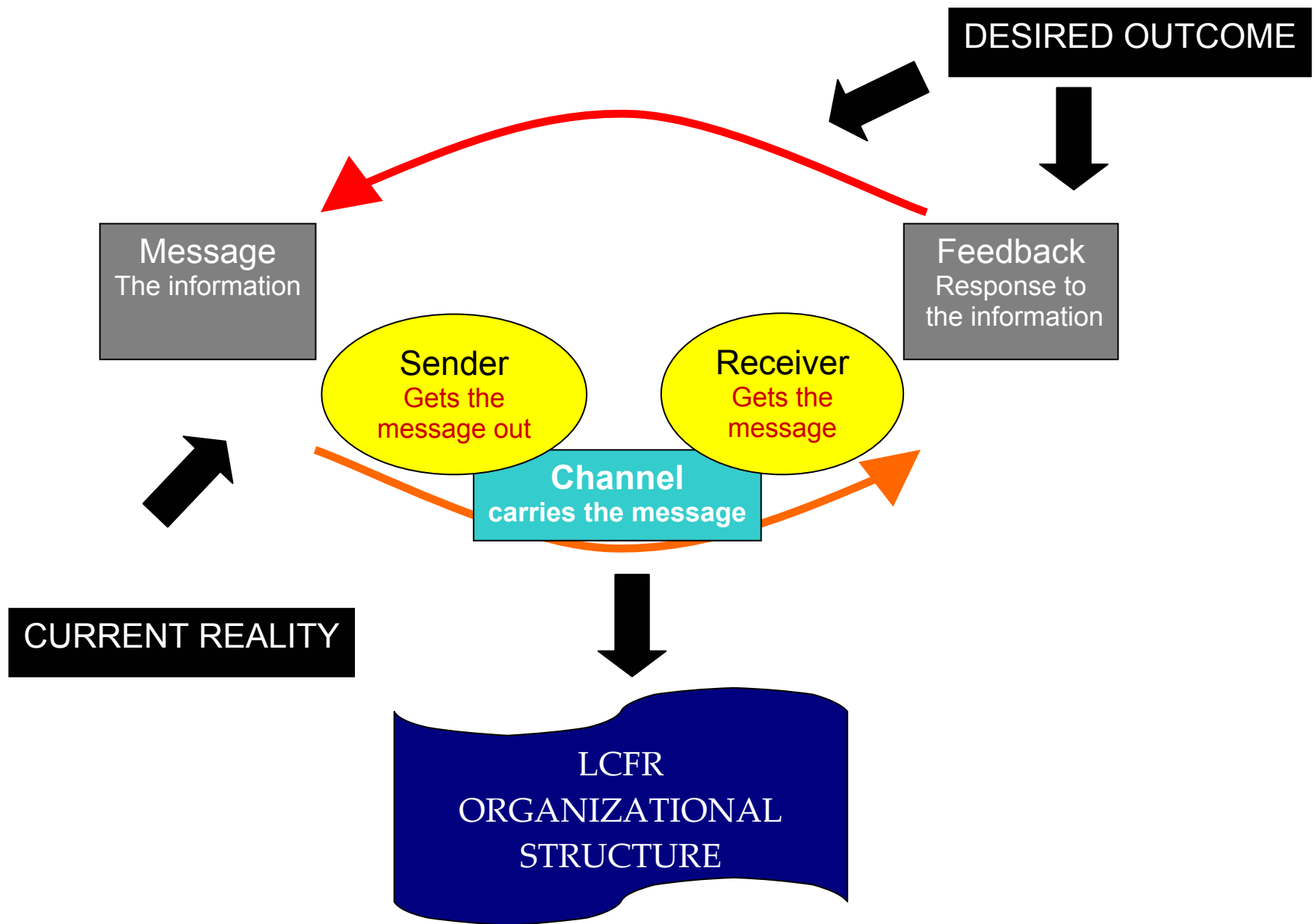
Strategy 1.4.2: Identify communication disconnects within the department and develop methods to establish effective conduits of clear and concise information.

Key Measurement:	Initiation Date	Target Date	Responsibility
1.4.2.1: Survey department members, analyze results and identify key issues that prevent critical communication disconnects.	Jan. 2006	May 2006	Office of the Chief
1.4.2.2: Analyze survey results and identify key disconnects.	Mar. 2006	Sept. 2006	Office of the Chief
1.4.2.3: Develop and implement methods to ensure communication conduits are opened, and remain open throughout the organizational structure.	Jun. 2006	Aug. 2006	Office of the Chief

Communication Model

Keeps us from realizing our desired state.





Objective 1.5: Continuity -- Develop internal processes, systems, policies, and programs utilizing best practices, benchmarking of other jurisdictions, current laws, standards, policies, and practices. Continuously research proposed and new laws, standards, policies, and practices for system-wide compatibility and formal implementation.

Strategy 1.5.1: Develop and maintain a physical and virtual library that includes relevant and applicable laws, standards, and practices to our service.

Key Measurement:	Initiation Date	Target Date	Responsibility
1.5.1.1 Choose a location within a Fire & Rescue facility, and identify appropriate and relevant books, journals, trade magazines, and standards to implement a physical library.	Jan. 2006	Jun. 2006	Administration Division
1.5.1.2 To implement a virtual research library: Identify relevant professional web-based sites and provide access for staff; identify and provide staff access to computer-based research material; identify and implement required system hardware; ensure department-wide continuity with the utilization of computer based software resources.	Jan. 2006	Dec. 2006	Administration Division Support Services Division

Strategy 1.5.2: Develop and implement a *Completed Staff Work Model* to be used as a guide to ensure consistency when developing each new process, system, and program.

Key Measurement:	Initiation Date	Target Date	Responsibility
1.5.2.1: Develop a <i>Completed Staff Work Model</i> for LCFR, and provide training to members for successful implementation.	Dec. 2005	Feb. 2006	Office of the Chief

Strategy 1.5.3: Ensure that relevant literature and materials are forwarded to the County Attorney's Office and other relevant County agencies for a formal review.

Key Measurement:	Initiation Date	Target Date	Responsibility
1.5.3.1: Ensure all policy, programs, and plans are reviewed by the County Attorney's Office and relevant County Administration Offices when appropriate prior to implementation.	Dec. 2005	Ongoing	Senior Staff

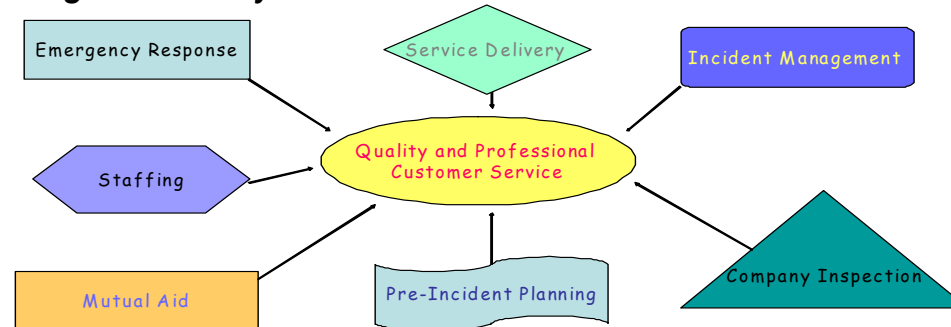
Objective 1.6: Accreditation -- Integrate the CFAI Accreditation standards into departmental planning and management processes to ensure that constant self-assessment occurs.

Strategy 1.6.1: To ensure a constant self-assessment of the department occurs, we must integrate the CFAI accreditation standards into departmental planning and management processes.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
1.6.1.1: <i>Become a 'Registered Agency' with CFAI.</i>	<i>Apr. 2006</i>	<i>Apr. 2007</i>	<i>Chief of Department</i>
1.6.1.2: <i>Become an 'Applicant Agency' with CFAI.</i>	<i>Apr. 2007</i>	<i>Dec. 2007</i>	<i>Accreditation Officer</i>
1.6.1.3: <i>Become an 'Accreditation Candidate' with CFAI.</i>	<i>Dec. 2007</i>	<i>May 2008</i>	<i>Accreditation Officer</i>
1.6.1.4: <i>Become an 'Accredited Agency' with CFAI.</i>	<i>Apr. 2006</i>	<i>Aug. 2008</i>	<i>Chief of Department Accreditation Officer</i>

Core Strategy #2: Emergency Services and Readiness

Strategic Statement: Successful delivery of quality and professional services to the community through nationally recognized and locally endorsed standards will reduce risks to life, property and the environment, while fostering community confidence.



Objective 2.1: Deployment of Fire-Rescue Operations -- Deliver adopted Fire - Rescue Service Plan response and staffing goals, and as defined through this strategic objective, enhance goals when applicable.

Strategy 2.1.1: Turnout and deliver Fire and EMS units to the scene of an emergency within the response time goals defined by the Fire-Rescue Service Plan.

Key Measurement:	Initiation Date	Target Date	Responsibility
2.1.1.1: Ensure that the turnout and response goals identified in the adopted Service Plan are met or exceeded.	Nov. 2005	Ongoing	Operations
2.1.1.2: Turnout time for emergency responses shall be sixty (60) seconds or less.	Nov. 2005	Ongoing	Operations
2.1.1.3: Ongoing review of transportation network changes to ensure efficient emergency response.	Nov. 2005	Ongoing	Operations Planning
2.1.1.4: Coordinate with Fire-Rescue Planning staff to ensure that station locations meet strategic goals and response times.	Nov. 2005	Ongoing	Operations Planning

Strategy 2.1.2: Meet adopted Fire - Rescue Service Plan staffing goals, and as identified through risk analysis or response district, enhance where applicable.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.1.2.1: <i>Ensure staffing goals for fire suppression units occurs.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	<i>Operations</i>
2.1.2.2: <i>Develop daily staffing parameters that encompass all types of leave, vacancies, and ancillary department needs that meet minimum staffing requirements.</i>	<i>Nov. 2005</i>	<i>Jan 2006</i>	<i>Operations</i>
2.1.2.3: <i>Ensure established staffing for EMS units (includes VAOEMS and local OMD mandates) occurs.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	<i>Operations EMS</i>
2.1.2.4: <i>Develop staffing parameters for special risk, response district, and special operations.</i>	<i>Nov. 2005</i>	<i>Jul. 2007</i>	<i>Operations</i>

Strategy 2.1.3: Ensure the established Incident Management System integrates with all LCFR system operations; Mutual/Automatic Aide jurisdictions; and continues to meet current and future requirements of Federal directives.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.1.3.1: <i>Ensure that all personnel complete initial Incident Command, including NOVA ICS training, and receive annual updates and quarterly review as required.</i>	<i>Jan. 2005</i>	<i>Ongoing</i>	<i>Senior Staff Training Staff</i>
2.1.3.2: <i>Ensure the NOVA ICS is used on all incidents involving Fire Suppression, Emergency Medical Services, Special Operations, Aircraft Rescue and Firefighting, Marine Rescue and Firefighting and Wild land Firefighting through periodic review of incident reports and monitoring of incident radio communications.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	<i>Operations</i>

Strategy 2.1.4: Ensure that Mutual and Automatic Aide agreements are implemented, reviewed and updated to meet the needs of the community.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.1.4.1: Review and update, as needed, all Mutual/Automatic Aide agreements.	May 2005	Ongoing	Operations Communications
2.1.4.2: Review and update, as needed, Mutual/Automatic Aide Operational Plans and station assignment response cards.	May 2005	Ongoing	Operations Communications
Strategy 2.1.5: Encourage & support national and regional educational and networking opportunities to maximize “Best Practices” in the Fire and EMS disciplines.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.1.5.1: Process and approve training/conference requests in accordance with County and Department Policy.	Jan. 2005	Ongoing	Senior Staff Purchasing Staff
2.1.5.2: Encourage participation in Statewide & Regional (OEMS, DFP, NOVA & COG) Workgroups.	Jan. 2005	Ongoing	Senior Staff
2.1.5.3: Provide opportunities for department participation in nationally recognized Fire Service Organizations. (NFPA, IAFC, FDSOA, IFSTA) where appropriate.	Jan. 2005	Ongoing	Operations
Strategy 2.1.6: Ensure pre-incident planning is conducted within response districts for commercial and multi family occupancies.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.1.6.1: Identify and prioritize target hazards within each response area; conduct pre-fire planning process.	Nov. 2005	Ongoing	Battalion Chief
2.1.6.2: Distribute completed pre-plans to assisting companies and Mutual/Automatic Aide jurisdictions.	May 2005	Ongoing	Company Officers
2.1.6.3: Annually review and update completed pre-plans.	Jan. 2005	Ongoing	Company Officers

Strategy 2.1.7: Ensure level of Fire and EMS service is evaluated in accordance with NFPA standards, federal & local laws and regulations.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>2.1.7.1: Conduct and annual evaluation utilizing available NFPA, federal, state and local measurement resources.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	<i>Operations</i>
<i>2.1.7.2: Annual written report to the authority having jurisdiction through Chief of Department.</i>	<i>Mar. 2006</i>	<i>Ongoing</i>	<i>Operations</i>
Strategy 2.1.8: Analyze operational response data to ensure efficient and effective service delivery.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>2.1.9.1: Analyze response data sets for effective measurement of system staffing and responses.</i>	<i>Jan. 2006</i>	<i>Apr. 2006</i>	<i>Office of the Chief/ Operations</i>
<i>2.1.9.2: Utilize available systems for recording response data; review annually for specifics and trends.</i>	<i>Apr. 2006</i>	<i>Ongoing</i>	<i>Office of the Chief/ Operations</i>
Strategy 2.1.9: Receive, process, and dispatch emergency calls utilizing APCO and NFPA standards to ensure efficient delivery of emergency communications to field operational units.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>2.1.9.1: Process & dispatch Fire and EMS units within 90 seconds of receipt of information in ECC in accordance with guidelines set forth in NFPA 1221.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	<i>Communications Div</i>
<i>2.1.9.2: Establish open communication and information exchange between Communications Division and Operations Division to ensure effective radio practices are maintained.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	<i>Communications Div</i>

Objective 2.2: Company Inspection Program -- Deliver and enhance commercial and multi-family occupancy inspection program by Operations Division companies.

Strategy 2.2.1: Ensure that companies inspect all commercial and multi-family occupancies in assigned district annually.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
2.2.1.1: <i>Ensure Operations Division members are trained in commercial and multi-family inspections in accordance with the Virginia Statewide Fire Prevention Code and departmental general orders and procedures.</i>	<i>Apr. 2005</i>	<i>Ongoing</i>	<i>Operations FMO</i>
2.2.1.2: <i>Maintain and enhance current inspection training program at the Company level.</i>	<i>Apr. 2005</i>	<i>Ongoing</i>	<i>Operations FMO</i>
2.2.1.3: <i>Conduct ongoing quality assurance review of inspection reporting and program.</i>	<i>Jun. 2005</i>	<i>Ongoing</i>	<i>Battalion Chief/FMO</i>
2.2.1.4: <i>Ensure timely delivery of inspection list to companies is completed by FMO on an annual basis.</i>	<i>May 2006</i>	<i>Ongoing</i>	<i>FMO Battalion Chief</i>
2.2.1.5: <i>Ensure on a quarterly basis companies evaluate response district to identify and inspect new occupancies.</i>	<i>May 2005</i>	<i>Ongoing</i>	<i>Operations</i>

Core Strategy #3

Human Resources Management and Development

Strategic Statement: Responsible development and delivery of systems and programs will ensure the welfare and preparedness of a qualified, motivated and diverse workforce.

Objective 3.1: Training: Develop a training program that meets the service delivery needs of the community while also meeting the criteria of local, state, and national standards as they pertain to service.			
Strategy 3.1.1: Identify appropriate number of dedicated training staff personnel to effectively deliver instructional material as prescribed by the department.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.1.1.1: Establish a defined yearly training program based upon quantitative analysis to address departmental training needs.	Nov. 2005	Jan. 2006	Senior Staff
3.1.1.2: Determine appropriate level of staffing and training based upon departmental needs.	Dec. 2005	Jan. 2006	Training
3.1.1.3: Implement yearly review process to identify appropriate levels of staffing to meet departmental needs.	Jan. 2006	Ongoing	Training

Strategy 3.1.2: Implement a process to identify facility, equipment and instructional materials needed to deliver fire, EMS and special operations training programs.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>3.1.2.1 Ensure completion of facility enhancements commensurate with service plan and 20 year plan with annual review of project status and progress.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	<i>Administration and Planning</i>
<i>3.1.2.2: Identify and implement process to obtain dedicated apparatus to meet training needs.</i>	<i>Jan. 2006</i>	<i>Mar. 2007</i>	<i>Training</i>
<i>3.1.2.3: Identify specific equipment needs and establish process to obtain equipment.</i>	<i>Nov. 2005</i>	<i>Jul. 2006</i>	<i>Training</i>
<i>3.1.2.4: Conduct annual review of appropriate levels of equipment and instructional material.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	<i>Training</i>
Strategy 3.1.3: Develop process to implement special operations training classes through community risk analysis that meet local, state and national standards.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>3.1.3.1: Identify special operations training requirements and implement a review process as identified through community risk analysis.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	<i>Training</i>
Strategy 3.1.4: Develop In-Station Training Program that addresses the basic requirements of both suppression and EMS activities.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>3.1.4.1: Develop and distribute In-Station Training Program to field.</i>	<i>Aug. 2005</i>	<i>Sept. 2005</i>	<i>Training</i>
<i>3.1.4.2: Review In-Station Training Program and enhance as applicable.</i>	<i>Sept. 2005</i>	<i>Nov. 2005</i>	<i>Senior Staff</i>
Strategy 3.1.5: Develop an Officer Training Program that meets the requirements as established by the department.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>3.1.5.1: Complete review and implement Officer Development Course.</i>	<i>May 2005</i>	<i>Oct. 2005</i>	<i>Training/ Senior Staff</i>

Strategy 3.1.6: Implement process to review all training programs on a yearly basis to ensure compliance with local, state and federal regulations and departmental requirements.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.1.6.1: Develop and implement process to conduct periodic review of all training programs by training staff.	Jun. 2005	Ongoing	Training/ Senior Staff

Objective 3.2: Diversity -- Develop and maintain a workforce goal that is reflective of the demographics of the community and takes advantage of the social and cultural differences that enhance service delivery.

Strategy 3.2.1: Identify and target demographics within the region to actively recruit and promote a workforce that is reflective of Loudoun County that extends through all levels of the organization.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.2.1.1: Train a cadre of department recruiters responsible for building and implementing recruitment programs to ensure diversity within the organization.	Nov. 2005	Apr. 2006	Operations/ LCFR HR Staff/ Senior Staff
3.2.1.2: Implement, evaluate and update recruitment program on an annual basis.	Apr. 2006	Ongoing	HR Battalion Chief and Operations officer in HR

Strategy 3.2.2: Develop and maintain programs that promote the respect for diversity within the department and the community.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.2.2.1: Work collectively with County HR to identify and deliver training programs to all department personnel that fosters continuous awareness of the community and workforce.	Dec. 2005	Ongoing	HR Staff
3.2.2.1: Work collectively with County HR to identify and deliver training programs to all department personnel that fosters continuous awareness of the community and workforce.	Dec. 2005	Ongoing	HR Staff

Objective 3.3: Human Resources -- Develop a comprehensive human resources system that meets organizational and employee needs in conjunction with County HR policies.

Strategy 3.3.1: Develop and improve programs and establish policies and procedures that provide dedicated services (example: EAP) for our personnel.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>3.3.1.1: Consistent practices shall be maintained to ensure that all types of leave are handled fairly and equitably.</i>	<i>Mar 2006</i>	<i>Jul. 2006</i>	<i>HR Battalion Chief</i>
<i>3.3.1.2: Establish policies and practices to ensure employees are compensated fairly and equitably.</i>	<i>Jul. 2006</i>	<i>Nov. 2006</i>	<i>HR Battalion Chief</i>
<i>3.3.1.3: Establish timelines and guidelines to handle personnel matters affecting employees.</i>	<i>Mar 2006</i>	<i>May 2006</i>	<i>HR Battalion Chief</i>
<i>3.3.1.4: Establish timelines and guidelines to actively fill all vacancies and enhancements.</i>	<i>Mar 2006</i>	<i>May 2006</i>	<i>HR Battalion Chief</i>
Strategy 3.3.2: Continue to improve our hiring and promotional processes to ensure the most capable and qualified employees are prepared for hire, advancement and promotion within our department.			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>3.3.2.1 Create an environment that promotes advancement as it pertains to the merit system and provides a succession plan for each division.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	<i>Senior Staff</i>

Objective 3.4: Health, Safety & Wellness -- Develop and maintain a comprehensive health, safety and wellness program that maintains a physically & psychologically fit workforce.

Strategy 3.4.1: Implement and support the IAFF/IAFC Candidate Physical Ability Test (CPAT) to evaluate potential Firefighter/EMT recruit candidate's physical skills.

Key Measurement:	Initiation Date	Target Date	Responsibility
3.4.1.1: Secure an approved site for CPAT testing.	Sept. 2005	Jan. 2006	Deputy Chief of Planning & Admin.
3.4.1.2: Apply for CPAT license to IAFF and Initiate CPAT testing for all 2006 recruitment processes and beyond.	Sept 2005	Jan. 2006	HR/OD

Strategy 3.4.2: Implement an Occupational Health & Wellness Program that provides regular medical evaluations of personnel, peer fitness and employee assistance services.

Key Measurement:	Initiation Date	Target Date	Responsibility
3.4.2.1: Enhance and monitor the process to acquire the resources for a complete health & wellness program.	Nov. 2005	Dec. 2005	Health & Safety Officer
3.4.2.2: Work with County HR to develop a return to work policy in accordance with NFPA 1582.	Jan. 2006	Aug. 2007	Health & Safety Officer
3.4.2.3: Develop position specific (Haz Mat) medical evaluations and follow – up.	Jul. 2007	Aug. 2007	Health & Safety Officer

Strategy 3.4.3: Implement an Annual Work Performance Evaluation which assesses the ability of all uniformed personnel subject to emergency operations to function effectively.

Key Measurement:	Initiation Date	Target Date	Responsibility
3.4.2.1: Develop a job related work performance evaluation.	Dec. 2005	Jun. 2006	Health & Safety Officer
3.4.2.2: Conduct trial exams to ensure validity.	Jun. 2006	Dec. 2006	Health & Safety Officer
3.4.2.3: Begin annual evaluations.	Dec. 2006	Mar. 2007	Health & Safety Officer
3.4.2.4: Monitor employee conditions, offer peer fitness assistance as needed.	Mar. 2007	Ongoing	Health & Safety Officer

Strategy 3.4.4: Implement a Respiratory Protection Program that ensures compliance with federal, state, and local regulations.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.4.4.1: <i>Develop a comprehensive respiratory protection policy.</i>	<i>May 2005</i>	<i>Nov. 2005</i>	<i>Health & Safety Officer</i>
3.4.4.2: <i>Identify the resources necessary and implement the respiratory protection program.</i>	<i>Nov. 2005</i>	<i>July 2006</i>	<i>Health & Safety Officer</i>
Strategy 3.4.5: Implement a safety program that provides 24/7 operational safety officer coverage and develops safety policies and procedures.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
3.4.5.1: <i>Prepare policy/job description for 24/7 Safety Officer Program.</i>	<i>Aug. 2005</i>	<i>Sept. 2005</i>	<i>Health & Safety Officer</i>
3.4.5.2: <i>Select personnel and implement the program. Monitor accident/mishap/injury trends and take corrective action.</i>	<i>Jun. 2006</i>	<i>Aug. 2006</i>	<i>Chief of Department/ Assistant Chief</i>
3.4.5.3: <i>Work with County Administration to develop a wellness center/wellness program for employees who are not required to meet NFPA 1582 as related to sedentary lifestyle; smoking; diet; physical fitness; preventive medicine.</i>	<i>May 2006</i>	<i>Jan. 2007</i>	<i>HR</i>
3.4.5.4: <i>Develop and implement apparatus and facility safety program to monitor accidents mishaps, injury trends and take corrective action.</i>	<i>May 2006</i>	<i>Ongoing</i>	<i>Safety Officer</i>

Core Strategy #4: Financial and Infrastructure Management

Strategic Statement: Successful departmental operations occur through sound fiscal practices; responsive administrative support; insightful analysis and planning; stewardship for departmental capital improvement initiatives; detailed resource management and maintenance activities to provide necessary and beneficial material assets in a state of continuous readiness; comprehensive information management; targeted technologic innovation, and fostering effective relationships with other agencies.

Objective 4.1: Budgetary Development – Enhance internal processes to ensure effective sequencing and to capture all departmental and system needs through the budget process.			
Strategy 4.1.1: Develop a proactive and performance oriented budget development process.			
Key Measurement:	Initiation Date	Target Date	Responsibility
4.1.1.1 Conduct preliminary budget forecasting and strategy sessions prior to the County Administrator's pending fiscal year "roll-out".	2006	Ongoing	Senior Staff
4.1.1.2 Employ budgetary planning tools that clearly reflect measurable benefit of proposed enhancements against performance measures, service plan requirements, and workload indicators.	2006	Feb. 2006	Senior Staff Budget Office
Strategy 4.1.2: Establish sound methodology for program manager budgetary input.			
Key Measurement:	Initiation Date	Target Date	Responsibility
4.1.2.1 Provide all program managers training on their respective roles and responsibilities with regards to the budgeting fundamentals, County processes and practices.	2006	Apr. 2006	Assistant to the Chief Budget Office
4.1.2.2 Directly involve program managers in budget planning work sessions.	2006	Ongoing	Senior Staff
4.1.2.3 Provide program managers and senior staff with budgetary planning tools to aid in identifying and reporting forecasted needs.	2006	May 2006	Assistant to the Chief

Strategy 4.1.3: Enhance tools to ensure seamless integration of volunteer system budgetary needs and related input.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.1.3.1 Through the Fire-Rescue Commission, establish a calendar of budgetary work sessions with volunteer companies to ensure timely communication of Company-requested and service plan recommended enhancements.</i>	2006	Aug. 2006	Commission Assistant to the Chief
<i>4.1.3.2 Provide volunteer leadership training in budgeting fundamentals, County processes and practices, and their respective roles and responsibilities.</i>	2006	Apr. 2006	Assistant to the Chief Budget Office
<i>4.1.3.3 Provide volunteer leadership with a user friendly electronic budgetary worksheet tool by which to achieve reporting uniformity.</i>	2006	May 2006	Assistant to the Chief Budget Office
<i>4.1.3.4 Establish and maintain a web-resident budget status clearinghouse enabling volunteer leadership to track progress regarding associated requests.</i>	2006	Oct. 2006	Assistant to the Chief
Strategy 4.1.4: Identify and secure alternative funding sources			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.1.4.1 Work with County's Grant Management Program staff to assess relevant opportunities and ensure effective management of awards.</i>	2006	Ongoing	Assistant to the Chief Grant Management Staff
Objective 4.2: Inventory Management and Supply - Develop an inventory management system that ensures that equipment and supplies are readily available and distributed in a timely manner.			
Strategy 4.2.1: Establish a supply management division.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.2.1.1 Create a model for effective division structure, scope of duties, staffing, and resources.</i>	2006	Aug. 2006	DC Planning/Admin General Services

Strategy 4.2.2: Develop a plan to ensure adequate warehousing and distribution facilities			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.2.2.1 <i>Assess and plan for current and future departmental warehousing needs.</i>	2006	Apr. 2006	DC Planning/Admin General Services Assigned Quartermaster
4.2.2.2 <i>Incorporate facility needs into the 20-year public safety facilities master plan.</i>	2006	TBD 2006	DC Planning/Admin
Strategy 4.2.3: Develop methodologies and automated records to track and distribute inventory and supply of goods and assets.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.2.3.1 <i>Research and assess best practices, methods and tools, to create an efficient and reliable inventory management and supply distribution system.</i>	2006	Aug. 2006	DC Planning/Admin General Services Assigned Quartermaster

Objective 4.3: Facility Maintenance - Establish and manage a comprehensive and effective station maintenance program.

Strategy 4.3.1: Develop programming that ensures condition monitoring and life-cycle analysis of facilities and related equipment and furnishings.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>4.3.1.1 Establish a baseline of hard assets to be incorporated into and tracked through automated data files.</i>	2006	Jun. 2006	DC Planning/Admin General Services Assigned Quartermaster
<i>4.3.1.2 Procure or configure records management tools to permit necessary data capture and reporting, and perform data entry for all tracked assets.</i>	Jun. 2006	Apr. 2007	DC Planning/Admin Assigned Quartermaster Admin Support
<i>4.3.1.3 Conduct annual assessment of each tracked asset and update associated records for observed conditions, reporting on need for asset replacement and/or repair.</i>	Nov. 2006	Ongoing	DC Planning/Admin Assigned Quartermaster
<i>4.3.1.5 Establish and annually update life-span thresholds for tracked asset types consistent with assessment findings.</i>	2007	Ongoing	DC Planning/Admin Assigned Quartermaster

Strategy 4.3.2: Promptly identify and track progress to resolve necessary facility-related repairs and improvements.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>4.3.2.1 Monitor county-wide work order system monthly to track progress and completion, and assess staff-observed facility-related repair needs and requested improvements not reported via SPROCKETS system.</i>	2006	Ongoing	DC Planning/Admin
<i>4.3.2.2 Meet routinely with DGS to discuss open work orders, quality issues, delays in work completion, work deferred pending budget endorsement, and record agreed upon actions and remedies, preparing an annual report reflecting station maintenance and repair activities and unmet needs.</i>	2006	Ongoing	DC Planning/Admin General Services
<i>4.3.2.3 Develop with DGS an annual preventative maintenance schedule for all facilities.</i>	2007	Ongoing	DC Planning/Admin General Services

Strategy 4.3.3: Integrate observed and predicted facility-related repair needs and non-capitalized O&M cost centers to budgetary planning efforts.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.3.3.1 Integrate reported data in 4.3.1 and 4.3.2 to prepare an annual budget for submission to DGS consistent with conditions set forth in 4.1.1</i>	2007	Ongoing	DC Planning/Admin General Services

Objective 4.4: CIP Management - Execute a comprehensive and effective capital improvements program in concert with the County's CIP/CNA processes and timetables.

Strategy 4.4.1: Forecast and budget CIP needs in accordance with strategic goals and service demands.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.4.1.1 Conduct an annual planning retreat to assess existing CIP/CNA documents in the context of service plan goals and standards, making recommendations to amend the plan per the County's capital budget planning schedule.</i>	2006	Ongoing	Senior Staff County CIP Team

Strategy 4.4.2: Coordinate and deliver capitalized facility projects and related equipment procurements on time, within budget, and consistent with specified programming.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.4.2.1 <i>With DGS Program Management staff, revise and publish project schedules and progress reports quarterly for each approved and planned CIP project.</i>	2005	Ongoing	DC Planning/Admin Planner
4.4.2.2 <i>Establish sound methods to coordinate all tasks and procurements associated with timely preparation of facilities for occupancy.</i>	Oct. 2005	Ongoing	DC Planning/Admin Buyer Quartermaster
4.4.2.3 <i>Complete framework for alignment of Commission FRG detailing PMB structure with County project management processes in accordance with strategy 4.4.2</i>	Sept. 2005	Jan. 2006	DC Planning/Admin
4.4.2.4 <i>Develop and publish a design guide that provides for prototype station space programming, layout, and equipping.</i>	Dec. 2006	Mar. 2007	DC Planning/Admin Planner
4.4.2.5 <i>Develop a standardized and prioritized set of project “additions”, “alternates”, and “deletions” to adjust program scope to available budget as needed.</i>	Jan. 2007	May. 2007	DC Planning/Admin Planner
Strategy 4.4.3: Ensure capital asset replacement in accordance with lifecycle and condition considerations affecting all capitalized building systems and equipment.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.4.3.1 <i>Integrate tasks reflected in 4.3 to report to DGS annually on CARP needs.</i>	2007	Ongoing	DC Planning/Admin General Services

Objective 4.5: Fleet Management - Establish and maintain a cohesive and dedicated vehicle procurement and maintenance program.

Strategy 4.5.1: Develop processes that effectively monitor fleet fitness and provide for timely preventive maintenance.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>4.5.1.1 Implement a fleet management section to establish the coordination of apparatus maintenance within the department.</i>	<i>Jul. 2006</i>	<i>Oct. 2006</i>	<i>General Services – Fleet Support Manager DC of Communications Telecommunications Specialist Divisional Reps Dispatcher</i>
<i>4.5.1.2 Prepare a preventative maintenance schedule and work order system to be accessed via intranet.</i>	<i>Jan. 2007</i>	<i>Mar 2007</i>	<i>DC of Communications Telecommunications Specialist DIT Staff</i>
<i>4.5.1.3 Create standardized vehicle maintenance program consistent with NFPA, federal, state, and local guidelines that are evaluated and updated by the fleet management section each year .</i>	<i>Jul. 2006</i>	<i>Jan. 2006</i>	<i>DC of Communications Telecommunications Specialist General Services – Fleet Support Manager</i>
<i>4.5.1.4 Establish an iForms user feedback system to capture the maintenance performance on a monthly basis by the fleet management section.</i>	<i>Nov. 2006</i>	<i>Jan. 2007</i>	<i>Department of Information Technology Vehicle Specialist</i>

Strategy 4.5.3: Institute measures and practices to perform mandated and beneficial upgrades, refurbishment to maintain a state-of-the-art fleet, and forecast vehicle-related needs and initiatives for the budgetary process.

Key Measurement:	Initiation Date	Target Date	Responsibility
4.5.3.1 Annual apparatus review to assess the working condition of the department's fleet.	Dec. 2006	Apr. 2007	Telecommunications Specialist Dispatcher General Services – Fleet Support Manager
4.5.3.2 Ensure that personnel assigned to the fleet management section receive constant industry standard training and maintain memberships in key associations.	Jan. 2007	Ongoing	DC of Communications Telecommunications Specialist
4.5.3.3 Meet with Fire and Rescue CIP team semi-annually to provide necessary information for budget forecasting.	Apr. 2007	Ongoing	DC of Communications Telecommunications Specialist Dispatcher

Strategy 4.5.4: Develop a vehicle enhancement and replacement plan consistent with strategic goals, operational demands, and the changing service delivery environment.

Key Measurement:	Initiation Date	Target Date	Responsibility
4.5.4.1 Integrate service plan recommendations and forecasts to produce a 5-year fleet needs assessment identifying necessary new and replacement vehicles, with annual update.	Nov. 2005	May 2006 – Ongoing	LCFR CIP Team
4.5.4.2 Create standardized vehicle specifications consistent with NFPA guidelines that are evaluated and updated by an assigned team at least every two years.	Sept. 2005	Ongoing	LCFR CIP Team
4.5.4.3 Work through the F/R Commission to align volunteer company vehicle purchases with service plan provisions, when county funding is or may be sought.	2006	May 2006	Commission LCFR CIP Team

Strategy 4.5.5: Ensure that program procurements are administered consistent with state-of-the-art and relevant service environment specifications.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.5.5.1 Institute methods to ensure timely assessment of technical advances in apparatus manufacturing and equipping, to include membership in organizations that provide sound information and an informed peer network on related matters.</i>	2006	Ongoing	LCFR CIP Team
<i>4.5.5.2 Develop apparatus specifications for both "urban/suburban" and "rural" operational assignment through assessment of differing service delivery conditions and requirements.</i>	Oct. 2005	Jan. 2006	LCFR CIP Team

Strategy 4.5.6: Ensure delivery of new vehicles for operational assignment on time, within budget, and consistent with specified programming.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.5.6.1 Assign a team to manage pre-construction activities, monitor construction progress, oversee final inspection / acceptance, and ready apparatus for service.</i>	Nov. 2005	Ongoing	LCFR CIP Team
<i>4.5.6.2 Develop an apparatus construction and readiness task schedule to guide each new vehicle acquisition and measure progress.</i>	Dec. 2005	Mar. 2006	LCFR CIP Team
<i>4.5.6.3 Prepare capital vehicle budgets that incorporate considerations for inflation, equipment, and prospective change orders.</i>	2006	Ongoing	LCFR CIP Team

Objective 4.7: Planning Referrals - Effectively integrate Planning Department referrals for plans review.

Strategy 4.7.1: Improve the meaningful linkage between referrals and strategic analysis of service delivery impacts and resource needs.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.7.1.2 Develop and incorporate measured service delivery impacts and forecasting of necessary resources into the referral review process and related staff reports.</i>	<i>Apr. 2006</i>	<i>Ongoing</i>	<i>DC Planning/Admin Planner</i>
<i>4.7.1.3 Report and provide exhibits annually summarizing new development activity/hazards, and related enhancements and CIP initiatives necessary to achieve service plan performance measures.</i>	<i>2007</i>	<i>Ongoing</i>	<i>DC Planning/Admin Planner GIS Coordinator</i>

Strategy 4.7.2: Maximize use of tools and practices that ensure achievement of service plan goals and standards.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.7.2.1 Improve geographic addressing of incident data for specific response location and type.</i>	<i>2006</i>	<i>Ongoing</i>	<i>Planner GIS Coordinator</i>
<i>4.7.2.2 Create GIS data layers reflecting key service plan goals and standards for time, distance, and response capacity to overlay existing data layers.</i>	<i>Jan. 2006</i>	<i>Jul. 2006</i>	<i>GIS Coordinator</i>
<i>4.7.2.3 Update planning sub-area maps that reflect location and density of community risks.</i>	<i>Mar. 2006</i>	<i>Feb. 2007</i>	<i>GIS Coordinator</i>

Objective 4.8: Communication and Data Technology - Establish a comprehensive voice and data communications program.			
Strategy 4.8.1: Establish a program to review all related voice and data, hardware, and software systems with DIT and contractors.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.8.1.1 Conduct an annual planning session with key personnel to assess existing departmental voice / data communications and identify gaps in coverage or service providing a yearly work plan.	Jan. 2006	Ongoing	Senior Staff DC of Communications Telecommunications Specialist DIT Staff
4.8.1.2 Work with Senior Staff to develop requests of any identified purchases necessary to establish, upgrade, or replace communications or data systems.	Apr. 2006	Jul. 2007	Senior Staff DC of Communications ECC Manager Telecommunications Specialist
4.8.1.3 Monitor and coordinate all communication and data related systems for operational readiness in collaboration with DIT and contractors.	Jul. 2005	Ongoing	DC Communications Support Manager Telecommunications Technician DIT Staff
Strategy 4.8.2: Ensure that voice and data management initiatives integrate with existing and planned technologies.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.8.2.1 Make certain all RFP's for new initiatives contain language to ensure integration with existing systems.	Jul. 2007	Ongoing	DC Communications Telecommunications Specialist ECC Manager
4.8.2.2 Test and evaluate accuracy of integration with existing systems.	Upon installation	Ongoing	DC Communications Telecom Specialist ECC Manager Applicable Div Personnel

Objective 4.9: Procurement -- Ensure that clear, efficient, and accountable procurement processes are maintained.			
Strategy 4.9.1: Engage processes that incorporate procurement best practices.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.9.1.1 Ensure annual assessment is conducted through Financial Services and Purchasing to review departmental practices.</i>	2005	Jul. 2006	County Procurement Buyer
<i>4.9.1.2 Prioritize and implement assessment recommendations and measure results.</i>	Aug 2006	Ongoing	DC Planning/Admin Buyer
<i>4.9.1.3 Ensure effective liaison with the County Purchasing Department to assess performance efficiency.</i>	2005	Ongoing	DC Planning/Admin Buyer
<i>4.9.1.4 Conduct departmental procurement training for all personnel authorized to initiate purchases.</i>	2006	Ongoing	Buyer
Strategy 4.9.2: Ensure effective integration with inventory management practices.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.9.2.1 Establish internal measures to ensure accountability for acquired goods from procurement through distribution.</i>	Mar. 2006	Sept. 2007	Buyer Assigned Quartermaster
<i>4.9.2.2 Assess historical procurement activity to establish inventory "par levels" for all routinely acquired goods.</i>	Jan. 2006	Jul. 2006	Buyer Assigned Quartermaster
Strategy 4.9.3: Employ predictable, flexible, and convenient tools and procedures by which end users can obtain necessary goods and services.			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
<i>4.9.3.1 Assign a team that includes end users to identify methods by which to simplify procurement activities.</i>	Jul. 2006	Jan. 2007	DC Planning/Admin
<i>4.9.3.2 Improve methods that insure volunteer company access to County contracts.</i>	Sept. 2007	Jan. 2008	County Purchasing Buyer

Objective 4.10: Administrative Support – Enhance Department's administrative support function.

Strategy 4.10.1: Organize program functions so as to maximize the effectiveness of allocated personnel and resources in alignment with departmental needs.

Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Responsibility</i>
4.10.1.1 <i>Assess current team structure and make recommendations to improve efficiency in work flow.</i>	<i>Oct. 2005</i>	<i>Ongoing</i>	<i>DC Planning/Admin Admin Manager</i>
4.10.1.2 <i>Implement a work flow process that is guided by priorities and deadlines, equitable work distribution, and team skills.</i>	<i>2005</i>	<i>Jun. 2006 – Ongoing</i>	<i>Admin Manager</i>

Core Strategy #5: Service to the Community

Strategic Statement: The Department will foster community resilience and quality of life through a multi-faceted strategy that includes programs involving education, prevention, preparedness, post-incident recovery, regulatory assistance and enforcement. We will be a partner and role model to our business and citizen neighbors and other agencies who will welcome us into their lives and embrace our philosophy of mutual concern and assistance.

Objective 5.1: Community Outreach Education -- Develop, deliver and support targeted community-based educational programs designed to educate the citizen how to prevent, prepare for, and if needed, react to an emergency.

Strategy 5.1.1: Provide key members within the Community the training and education necessary to prevent and prepare for emergencies.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.1.1.1: Support and expand programs designed to prevent Sudden Cardiac Death.</i>	<i>In Progress/Expand FY06 /08</i>	<i>Ongoing/ FY06 and FY08</i>	<i>Pub Ed Manager</i>
<i>5.1.1.2: Support and expand programs designed to promote first aid capabilities for all cognitive levels.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>
<i>5.1.1.3: Support and expand programs designed to educate residents in 911-access/safety.</i>	<i>FY07</i>	<i>FY07</i>	<i>Pub Ed Manager</i>
<i>5.1.1.4: Support and expand programs which educate and assists parents in all areas of child safety.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>
<i>5.1.1.5: Develop and implement a public awareness campaign of safety awareness addressing both ongoing and seasonal community needs.</i>	<i>In Progress/ Expand FY07</i>	<i>Ongoing/ FY07</i>	<i>Pub Ed Manager</i>
<i>5.1.1.6: Provide a Fire and EMS academy designed to educate the citizen in the complexities of a Firefighter/EMT while instilling numerous prevention and emergency response concepts.</i>	<i>FY08</i>	<i>Spring 08</i>	<i>Pub Ed Manager</i>
<i>5.1.1.7: Expand and support pediatric targeted programs to promote safety and prevention via mass gathering 'booth-style' information distribution.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>

Strategy 5.1.2: Develop, promote, and provide Community-based education targeting the child population and their parents.			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.1.2.1: Expand and support the Safe Sitter program.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>
<i>5.1.2.2: Expand and support programs designed to teach first aid at the various cognitive levels.</i>	<i>FY08</i>	<i>FY08</i>	<i>Pub Ed Manager</i>
<i>5.1.2.3: Expand and support programs designed to promote safety and prevention.</i>	<i>In Progress/ Expand in FY07</i>	<i>Ongoing/ FY07</i>	<i>Pub Ed Manager</i>
<i>5.1.2.4: Expand and support 'camp-style' child education programs both independent of and in collaboration with partnered public safety agencies.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>
Strategy 5.1.3: Provide educational programs designed to educate the young adult on safety, self preservation and prevention.			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.1.3.1: Develop, implement and support a program of prevention and self-preservation for the transition from home to collage/independence.</i>	<i>Pilot FY06</i>	<i>FY07</i>	<i>Pub Ed Manager</i>
<i>5.1.3.2: Provide a Fire and EMS academy designed to promote the complex yet rewarding job of a Firefighter/EMT while instilling numerous prevention and emergency response concepts.</i>	<i>FY08</i>	<i>FY08</i>	<i>Pub Ed Manager/ DC EMS/Training</i>
<i>5.1.3.3: Expand and maintain a library of relevant age and area appropriate programs for targeted implementation at individual schools.</i>	<i>FY06</i>	<i>FY06</i>	<i>Pub Ed Manager</i>
Strategy 5.1.4: Provide education designed to educate senior citizens and/or their caregivers utilizing risk-targeted prevention programs			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.1.4.1: Provide programs designed to infuse the elderly/caregivers with age-specific concepts designed to maintain independence and safety.</i>	<i>In Progress/ Expand 06</i>	<i>Ongoing/ Jun '06</i>	<i>Pub Ed Manager</i>

Objective 5.2: Station-based Community-specific Prevention and Preparedness -- Develop and implement Department-based community outreach programs designed to foster the relationship between the Community and their local Fire Rescue Stations.

Strategy 5.2.1: Continuously invite the community to the Fire Rescue Station for educational opportunities.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.2.1.1: Expand and support fire and life safety educational programs.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>DC Ops/Pub Ed Manager</i>
<i>5.2.1.2: Provide access to information regarding safe Hazardous Material disposal and safe handling information.</i>	<i>FY07</i>	<i>FY07</i>	<i>DC Ops/DC FMO</i>
<i>5.2.1.3: Develop procedures to pursue compliance with Safe Haven legislation.</i>	<i>FY07</i>	<i>FY07</i>	<i>DC Ops/DC EMS</i>

Objective 5.3: Emergency Management -- Develop and maintain a program designed to protect life and property from emergencies through mitigation, preparedness, response and recovery.

Strategy 5.3.1: Through comprehensive mitigation activities identify hazards and their risks and determine how to best minimize or eliminate their consequences.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.3.1.1: Enhance and maintain the comprehensive Hazard Analysis and Risk Assessment program through collaboration among Emergency Support Function (ESF) workgroups.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Coordinator OEM</i>
<i>5.3.1.2: Provide meaningful input and continued support of the annual Local Capability Assessment Review (LCAR). Garner information and target future program enhancements based on gap analysis identified as a result of this review.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM ESF Workgroups</i>
<i>5.3.1.3: Cooperate and collaborate with regional partners in pursuit of the Regional Hazard Mitigation plan (DMA2K).</i>	<i>In progress</i>	<i>Ongoing</i>	<i>OEM Dept. of Planning</i>
<i>5.3.1.4: Identify mitigation projects that meet criteria thresholds for submission to the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program.</i>	<i>Spring 06</i>	<i>Spring 07</i>	<i>Coordinator OEM ESF Workgroups</i>
<i>5.3.1.5: Submit appropriate mitigation projects to FEMA for Hazard Mitigation Grant Program consideration.</i>	<i>Spring 07</i>	<i>Spring 08</i>	<i>Coordinator OEM ESF Workgroups</i>

Strategy 5.3.2: Through preparedness activities educate the public in understanding the hazards most likely to affect them and their consequences, train personnel to effectively respond to large-scale emergencies and/or disasters and develop plans to outline procedures for response and recovery efforts.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.3.2.1: Enhance the community outreach program by identifying new venues, targeting specific demographics and incorporating a more interactive experience.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM Pub Ed Manager</i>
<i>5.3.2.2: Create and widely distribute an OEM newsletter available to citizen, community leaders and system users that will promote awareness and preparedness.</i>	<i>Spring 06</i>	<i>Ongoing</i>	<i>Coordinator OEM</i>
<i>5.3.2.3: Promote, recruit for, and enhance the Community Emergency Response Team (CERT) program.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Coordinator OEM</i>
<i>5.3.2.4: Review and revamp the OEM website to include an interactive experience for visitors and updated preparedness information.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>OEM Staff</i>
<i>5.3.2.5: Establish a local Citizen Corps Council in an effort to coordinate and collaborate the efforts of member organizations (CERT, Neighborhood Watch, Volunteers in Police Service, and Medical Reserve Corps).</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Coordinator OEM</i>
<i>5.3.2.6: Partner with the National Weather Service (NWS) to maintain the Storm Ready certification for Loudoun County by offering additional weather spotting courses.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.2.7: Expand the community outreach program by establishing a partnership with another agency and identifying a program for a specific audience (ex: work with Boy/Girl Scouts to create a family disaster kit).</i>	<i>Spring 06</i>	<i>Fall 06</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.2.8: Develop a core curriculum for Emergency Operations Center (EOC) participants including a fundamental cadre of courses necessary for successful achievement of individual tasks.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>OEM Staff Emergency Management Executive team</i>
<i>5.3.2.9: Establish, maintain and widely distribute a training calendar displaying course descriptions, dates and times.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>OEM Staff</i>
<i>5.3.2.10: Develop and host an ongoing series of functional exercises designed to engage and challenge ESF workgroups.</i>	<i>Spring 06</i>	<i>Ongoing</i>	<i>OEM Staff</i>
<i>5.3.2.11: Design, plan and host a large-scale exercise designed to test the plans of each representative discipline.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>OEM Staff</i>
<i>5.3.2.12: Document and incorporate lessons learned from exercises to enhance and improve existing plans and procedures.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>

Strategy 5.3.3: Through response activities facilitate the County's response to large-scale emergencies and/or disasters through the Emergency Operations Center, request resources through State or Federal conduits and provide logistical support to other types of emergency incidents.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.3.3.1: Establish and maintain policies and procedures related to the use of the Reverse 911 Community Notification system.</i>	<i>Summer 05</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.3.2: Establish and maintain policies and procedures related to the use of the "Loudoun Alert" program which utilizes the Roam Secure Network for emergency text messaging.</i>	<i>Dec 05</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.3.3: Maintain the EOC in a constant and permanent state of readiness absent of shared space constraints and set-up/break-down tasks.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.3.4: Implement and maintain a robust incident tracking software application to be used locally as well as a primary means of connectivity to regional, state, and federal partners.</i>	<i>Dec 05</i>	<i>Ongoing</i>	<i>OEM Staff ESF Workgroups</i>
<i>5.3.3.5: Identify, secure, pre-plan and maintain a number of resource staging sites strategically placed throughout the county.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff Public Works</i>
<i>5.3.3.6: Develop, implement and maintain an emergency shelter and point of dispensing facility routing system to be used when such facilities are opened.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff Public Health Red Cross</i>
<i>5.3.3.7: Develop and maintain EOC position descriptions, roles and responsibilities.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM</i>
<i>5.3.3.8: Develop and maintain a comprehensive package of EOC policies and procedures designed to aid in the successful execution of the county's Emergency Operations Plan.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff ESF Workgroups</i>
<i>5.3.3.9: Create, review and maintain appropriate annexes and appendices to the Emergency Operations Plan (EOP).</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff ESF Workgroups</i>
<i>5.3.3.10: Review and enhance situational awareness documentation generated by OEM staff, to include Event and Intelligence Briefing Sheets, Situation Reports and the like.</i>	<i>In Progress</i>	<i>Mar 06</i>	<i>Deputy Coordinator OEM</i>

Strategy 5.3.4: Through recovery activities enable the citizens, community and the County to return to the pre-disaster state of normalcy.

Key Measurement:	Initiation Date	Target Date	Responsibility
5.3.4.1: Provide Ongoing Damage Assessment training.	<i>In Progress</i>	<i>Ongoing</i>	<i>Deputy Coordinator OEM Building & Development</i>
5.3.4.2: Develop and maintain a comprehensive Damage Assessment program focused on improved efficiency during initial recovery activities.	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff FMO Building & Development</i>
5.3.4.3: Collaborate with all relevant agencies to design and implement a Land Management Information System (LMIS) based damage assessment inspection form.	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff FMO Building & Development</i>
5.3.4.4: Provide an updated list of FEMA forms on the OEM website and make them available for download.	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff</i>
5.3.4.5: Host an information center designed to answer questions from the community following a major event.	<i>In Progress</i>	<i>Spring 06</i>	<i>OEM Staff EFS Workgroups</i>
5.3.4.6: Develop and maintain an event catalog used to capture a complete package of information related to an event. This document would be used later to identify lessons learned and other opportunities for improvement.	<i>In Progress</i>	<i>Ongoing</i>	<i>OEM Staff EFS Workgroups</i>

Strategy 5.3.5: Conduct a comprehensive special events program designed to assist organizers with planning and conducting safe and successful special events.

Key Measurement:	Initiation Date	Target Date	Responsibility
5.3.5.1: Enhance the interactive web-based special events form.	<i>Sept 05</i>	<i>Dec 05</i>	<i>Special Events Coordinator</i>
5.3.5.2: Develop, implement and maintain a consistent method utilized to distribute pertinent information to the appropriate providers.	<i>In Progress</i>	<i>Ongoing</i>	<i>Special Events Coordinator</i>
5.3.5.3: Develop a series of event thresholds used to determine key resources required.	<i>In Progress</i>	<i>Spring 06</i>	<i>Special Events Coordinator Committee members</i>
5.3.5.4: Expand community outreach in an attempt to engage event organizers who may be unaware of planning requirements.	<i>In Progress</i>	<i>Ongoing</i>	<i>Special Events Coordinator Committee members</i>
5.3.5.5: Develop and maintain a comprehensive package of event type templates that can be provided to organizers to better assist them with their planning requirements.	<i>In Progress</i>	<i>Ongoing</i>	<i>Special Events Coordinator Committee members</i>

Objective 5.4: Recovery -- Develop and deliver a cadre of programs designed to limit the ongoing impact of an evolving emergency and to provide the citizen and community with guidance and direction to assist in returning to a state of physical and emotional well-being.

Strategy 5.4.1: Provide a system of Department involved programs designed to assist a family or business in recovering from an emergency at the individual level.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.4.1.1: Expand and support programs that assist the resident of a dwelling in beginning the recovery process after a fire.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>Pub Ed Manager</i>
<i>5.4.1.2: Expand and support a Chaplin Program designed to assist family members in addressing immediate needs during and immediately after the emotionally charged emergency incidents.</i>	<i>In progress</i>	<i>Ongoing</i>	<i>Asst. Chief</i>
<i>5.4.1.3: Provide the training and support necessary to comply with mandated Adult and Child Protective Services reporting.</i>	<i>Feb. 2005</i>	<i>Fall '06</i>	<i>DC Ops/DC Training</i>

Strategy 5.4.2: Provide those services necessary to assist in the recovery of the community from the impact of a larger event.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.4.2.1: Review and update field contact information for resources necessary to initiate Hazardous Material abatement personnel access.</i>	<i>FY06</i>	<i>Winter '06</i>	<i>DC Ops/DCFMO</i>
<i>5.4.2.2: Support a program of active public information disbursement from a central Public Information Officer providing relevant pre, post, and ongoing emergency information.</i>	<i>In Progress</i>	<i>Ongoing</i>	<i>DC Ops/PIO OEM Staff</i>
<i>5.4.2.3: Working collaboratively with Department PIO, maintain positive media relationships designed to promote the dissemination of relevant information.</i>	<i>FY08</i>	<i>FY08</i>	<i>PIO</i>

Objective 5.5: Regulatory Compliance -- Develop and implement programs to safeguard the community through regulation and enforcement of local and state Fire Prevention Codes.

Strategy 5.5.1: Develop a comprehensive fire prevention inspection program that will result in annual inspections of 100% of commercial and retail occupancies.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.1.1: Organize the current inspection system to include commercial and retail locations that are not part of the Fire Marshal permit system.</i>	<i>Feb. 2005</i>	<i>Jan. 2006</i>	<i>Fire Marshal's Office</i>
<i>5.5.1.2: Enhance LMIS to allow the programmed inspections to be scheduled and transmitted to the Fire Marshal's Office.</i>	<i>Feb. 2005</i>	<i>Jan. 2006</i>	<i>Fire Marshal's Office, D.I.T.</i>
<i>5.5.1.3: Implement a regular procedure to update the building inventory to ensure new buildings are re-called for inspection.</i>	<i>Jun 2005</i>	<i>Jan. 2006</i>	<i>Fire Marshal's Office, D.I.T.</i>
<i>5.5.1.4: Develop management procedures for scheduling inspections and reporting work activity.</i>	<i>Nov. 2005</i>	<i>Jan. 2005</i>	<i>Fire Marshal's Office</i>

Strategy 5.5.2: Implement a field based fire inspection program and expand community outreach activities.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.2.1: Identify and implement means to mobilize fire inspection personnel, using LMIS and wireless technology.</i>	<i>Jun 2005</i>	<i>Sept. 2006</i>	<i>Fire Marshal's Office, D.I.T.</i>
<i>5.5.2.2: Identify and develop work locations throughout Loudoun County capable of supporting program needs.</i>	<i>Sept. 2005</i>	<i>Sept. 2006</i>	<i>Fire Marshal's Office, D.I.T., Community Service Agencies</i>
<i>5.5.2.3: Develop and implement community outreach programs to assist in the fire prevention efforts for targeted populations.</i>	<i>Jun 2006</i>	<i>October 2006</i>	<i>Fire Marshal' Office, Public Education section, Community Service Agencies</i>
<i>5.5.2.4: Develop the management procedures for employee scheduling and data entry.</i>	<i>Apr. 2006</i>	<i>Sept. 2006</i>	<i>Fire Marshal's Office</i>

Strategy 5.5.3: Expand community fire prevention services to include regular systems testing for all fire alarm and suppression systems having an age of 5 years or greater.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.3.1: Develop and implement a program for the scheduling and testing of fire alarm and suppression systems.</i>	<i>Apr. 2006</i>	<i>Sept. 2007</i>	<i>Fire Marshal's Office, D.I.T., Department of Building and Development</i>

Strategy 5.5.4: Upgrade equipment, procedures and training of staff to provide improved response to fires, explosions and environmental hazards.

Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.4.1: Procure new and enhanced fire investigation and surveillance equipment.</i>	<i>Jul. 2005</i>	<i>Nov. 2005</i>	<i>Fire Marshal's Office</i>
<i>5.5.4.2: Re-institute the "Fire Investigations Task Force" to provide broad-based resources for targeted fire investigations.</i>	<i>Jul. 2005</i>	<i>Jan. 2006</i>	<i>Fire Marshal's Office, Sheriff's Office and Town Police Departments, ATFE</i>
<i>5.5.4.3: Support the Certified Fire Investigator training for fire investigation staff.</i>	<i>Jun 2005</i>	<i>Ongoing</i>	<i>Fire Marshal's Office</i>
<i>5.5.4.4: Develop coordinated operational procedures and joint training for explosives related incidents.</i>	<i>Sept. 2005</i>	<i>Apr. 2006</i>	<i>Fire Marshal's Office, Sheriff's Office, HazMat Team</i>
<i>5.5.4.5: Develop resources and procedures to expand investigative services for environmental crimes.</i>	<i>Sept. 2006</i>	<i>Jul. 2007</i>	<i>Fire Marshal's Office</i>

Strategy 5.5.5: Improve public access to fire prevention information and services via the internet.			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.5.1: Develop and post on the Department web site seasonal and otherwise timely fire safety information.</i>	<i>Mar 2005</i>	<i>Ongoing</i>	<i>Fire Marshal's Office, Public Information Office</i>
<i>5.5.5.2: Participate in the County "e-permit" system to allow for electronic application and payment for Fire Marshal use permits.</i>	<i>Sept. 2005</i>	<i>Jul. 2006</i>	<i>Fire Marshal's Office, Treasurer's Office, D.I.T.</i>
Strategy 5.5.6: Improve the level and volume of customer service.			
Key Measurement:	Initiation Date	Target Date	Responsibility
<i>5.5.6.1: Expand front desk services to ensure coverage during the County normal business hours.</i>	<i>Sept. 2005</i>	<i>Jul. 2006</i>	<i>Fire Marshal's Office</i>
<i>5.5.6.2: Continuously seek technology enhancements in order to expand customer access to services.</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Fire Marshal's Office</i>

Loudoun County Fire, Rescue and Emergency Management Progress Report

Core Strategy #1: Leadership

Objective 1.1: Best Practices			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>1.1.1.1: Implement a best practices model to be utilized as a guide and decision-making filter.</i>	Dec. 2005	Ongoing	

Objective 1.2: Strategic Program Delivery			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>1.2.1.1: Complete the Service Plan development process.</i>	Mar. 2005	Oct. 2005	
<i>1.2.1.2: Complete the Strategic Planning process.</i>	Jun. 2005	Nov. 2005	
<i>1.2.1.3: Deliver all materials and updates to department members through scheduled training and discussion sessions.</i>	Dec. 2005	Ongoing	
<i>1.2.2.1: Facilitate initial Service Plan and Strategic Plan document training through scheduled recruit and staff training.</i>	Dec. 2005	Feb. 2006	
<i>1.2.2.2: Facilitate ongoing review of the Service Plan and Strategic Plan documents with all department members. Prepare annual "report card" of enablers and restrainers.</i>	Mar. 2006	Annual	
<i>1.2.3.1: Provide new members of the organization the Values document, and ensure through formal training the initial learning process occurs.</i>	Dec. 2005	Ongoing	
<i>1.2.3.2: Include the Values document as an introductory slide in all incumbent training programs, and as a document page in all incumbent training manuals and handouts.</i>	Dec. 2005	Ongoing	
<i>1.2.3.3: Include the Values as 'footer' on all official department correspondence/written documents.</i>	Dec. 2005	Ongoing	

Core Strategy #1: Leadership, Continued

Objective 1.3: Building and Supporting Relationships			
Key Measurement:	Initiation Date	Target Date	Date Completed
1.3.1.1: <i>Ensure at all times the right people are assembled, and input is valued when system and department decisions are made.</i>	Date Completed	Ongoing	
1.3.2.1: <i>Ensure that the right people with the right skills are in the right place at the right time.</i>	Dec. 2005	Ongoing	
1.3.3.1: <i>Provide departmental support and encouragement for member educational opportunities (within reason and budget).</i>	Dec. 2005	Ongoing	
1.3.3.2: <i>Seek opportunities that include combined system staffing, programs, and collaboration.</i>	Dec. 2005	Ongoing	

Objective 1.4: Communicating Effectively			
Key Measurement:	Initiation Date	Target Date	Date Completed
1.4.1.1: <i>Develop and adopt a Communication Model that links current reality to a desired state through a gap analysis filter.</i>	Dec. 2005	Ongoing	
1.4.1.2: <i>Identify and communicate current realities and work within the 'gap' of the Communication Model to reach the desired state.</i>	Dec. 2005	Ongoing	
1.4.1.3: <i>Facilitate ongoing review of department communication mediums and the Communication Model through department members. Prepare annual 'report card' of enablers and restrainers.</i>	Dec. 2005	Ongoing	
1.4.2.1: <i>Survey department members, analyze results and identify key issues that prevent critical communication disconnects.</i>	Jan. 2006	May 2006	
1.4.2.2: <i>Analyze survey results and identify key disconnects.</i>	Mar. 2006	Sept. 2006	
1.4.2.3: <i>Develop and implement methods to ensure communication conduits are opened, and remain open throughout the organizational structure.</i>	Jun. 2006	Aug. 2006	

Core Strategy #1: Leadership, Continued

Objective 1.5: Continuity			
Key Measurement:	Initiation Date	Target Date	Date Completed
1.5.1.1 Choose a location within a Fire & Rescue facility, and identify appropriate and relevant books, journals, trade magazines, and standards to implement a physical library.	Jan. 2006	Jun. 2006	
1.5.1.2 To implement a virtual research library: Identify relevant professional web-based sites and provide access for staff; identify and provide staff access to computer-based research material; identify and implement required system hardware; ensure department-wide continuity with the utilization of computer based software resources.	Jan. 2006	Dec. 2006	
1.5.2.1: Develop a Completed Staff Work Model for LCFR, and provide training to members for successful implementation.	Dec. 2005	Feb. 2006	
1.5.3.1: Ensure all policy, programs, and plans are reviewed by the County Attorney's Office and relevant County Administration Offices when appropriate prior to implementation.	Dec. 2005	Ongoing	

Objective 1.6: Accreditation			
Key Measurement:	Initiation Date	Target Date	Date Completed
1.6.1.1: Become a 'Registered Agency' with CFAI.	Apr. 2006	Apr. 2007	
1.6.1.2: Become an 'Applicant Agency' with CFAI.	Apr. 2007	Dec. 2007	
1.6.1.3: Become an 'Accreditation Candidate' with CFAI.	Dec. 2007	May 2008	
1.6.1.4: Become an 'Accredited Agency' with CFAI.	Apr. 2006	Aug. 2008	

Core Strategy #2: Emergency Services and Readiness

Objective 2.1: Deployment of Fire-Rescue Operations			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>2.1.1.1: Ensure that the turnout and response goals identified in the adopted Service Plan are met or exceeded.</i>	Nov. 2005	Ongoing	
<i>2.1.1.2: Turnout time for emergency responses shall be sixty (60) seconds or less.</i>	Nov. 2005	Ongoing	
<i>2.1.1.3: Ongoing review of transportation network changes to ensure efficient emergency response.</i>	Nov. 2005	Ongoing	
<i>2.1.1.4: Coordinate with Fire-Rescue Planning staff to ensure that station locations meet strategic goals and response times.</i>	Nov. 2005	Ongoing	
<i>2.1.2.1: Ensure established staffing goals for fire suppression units occurs.</i>	Nov. 2005	Ongoing	
<i>2.1.2.2: Develop daily staffing parameters that encompass all types of leave, vacancies, and ancillary department needs that meet minimum staffing requirements.</i>	Nov. 2005	Jan 2006	
<i>2.1.2.3: Ensure established staffing for EMS units (includes VAOEMS and local OMD mandates) occurs.</i>	Nov. 2005	Ongoing	
<i>2.1.2.4: Develop staffing parameters for special risk, response district, and special operations.</i>	Nov. 2005	Jul. 2007	
<i>2.1.3.1: Ensure that all personnel complete initial Incident Command, including NOVA ICS training, and receive annual updates and quarterly review as required.</i>	Jan. 2005	Ongoing	
<i>2.1.3.2: Ensure the NOVA ICS is used on all incidents involving Fire Suppression, Emergency Medical Services, Special Operations, Aircraft Rescue and Firefighting, Marine Rescue and Firefighting and Wildland Firefighting through periodic review of incident reports and monitoring of incident radio communications.</i>	Nov. 2005	Ongoing	

Core Strategy #2: Emergency Services and Readiness, Continued:

Objective 2.1: Deployment of Fire-Rescue Operations, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>2.1.4.1: Review and update, as needed, all Mutual/Automatic Aide agreements.</i>	<i>May 2005</i>	<i>Ongoing</i>	
<i>2.1.4.2: Review and update, as needed, Mutual/Automatic Aide Operational Plans and station assignment response cards.</i>	<i>May 2005</i>	<i>Ongoing</i>	
<i>2.1.5.1: Process and approve training/conference requests in accordance with County and Department Policy.</i>	<i>Jan. 2005</i>	<i>Ongoing</i>	
<i>2.1.5.2: Encourage participation in Statewide & Regional (OEMS, DFP, NOVA & COG) Workgroups.</i>	<i>Jan. 2005</i>	<i>Ongoing</i>	
<i>2.1.5.3: Provide opportunities for department participation in nationally recognized Fire Service Organizations. (NFPA, IAFC, FDSOA, IFSTA) where appropriate.</i>	<i>Jan. 2005</i>	<i>Ongoing</i>	
<i>2.1.6.1: Identify and prioritize target hazards within each response area; conduct pre-fire planning process.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	
<i>2.1.6.2: Distribute completed pre-plans to assisting companies and Mutual/Automatic Aide jurisdictions.</i>	<i>May 2005</i>	<i>Ongoing</i>	
<i>2.1.6.3: Annually review and update completed pre-plans.</i>	<i>Jan. 2005</i>	<i>Ongoing</i>	
<i>2.1.7.1: Conduct and annual evaluation utilizing available NFPA, federal, state and local measurement resources.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	
<i>2.1.7.2: Annual written report to the authority having jurisdiction through Chief of Department.</i>	<i>Mar. 2006</i>	<i>Ongoing</i>	
<i>2.1.8.1: Analyze response data sets for effective measurement of system staffing and responses.</i>	<i>Jan. 2006</i>	<i>Apr. 2006</i>	
<i>2.1.8.2: Utilize available systems for recording response data; review annually for specifics and trends.</i>	<i>Apr. 2006</i>	<i>Ongoing</i>	
<i>2.1.9.1: Process & dispatch Fire and EMS units within 90 seconds of receipt of information in ECC in accordance with guidelines set forth in NFPA 1221.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	
<i>2.1.9.2: Establish open communication and information exchange between Communications Division and Operations Division to ensure effective radio practices are maintained.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	

Core Strategy #2: Emergency Services and Readiness, Continued:

Objective 2.2: Company Inspection Program			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Date Completed</i>
<i>2.2.1.1: Ensure Operations Division members are trained in commercial and multi-family inspections in accordance with the Virginia Statewide Fire Prevention Code and departmental general orders and procedures.</i>	<i>Apr. 2005</i>	<i>Ongoing</i>	
<i>2.2.1.2: Maintain and enhance current inspection training program at the Company level.</i>	<i>Apr. 2005</i>	<i>Ongoing</i>	
<i>2.2.1.3: Conduct ongoing quality assurance review of inspection reporting and program.</i>	<i>Jun. 2005</i>	<i>Ongoing</i>	
<i>2.2.1.4: Ensure timely delivery of inspection list to companies is completed by FMO on an annual basis.</i>	<i>May 2006</i>	<i>Ongoing</i>	
<i>2.2.1.5: Ensure on a quarterly basis companies evaluate response district to identify and inspect new occupancies.</i>	<i>May 2005</i>	<i>Ongoing</i>	

Core Strategy #3: Human Resources Management & Development


Objective 3.1: Training:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>3.1.1.1: Establish a defined yearly training program based upon quantitative analysis to address departmental training needs.</i>	<i>Nov. 2005</i>	<i>Jan. 2006</i>	
<i>3.1.1.2: Determine appropriate level of staffing and training based upon departmental needs.</i>	<i>Dec. 2005</i>	<i>Jan. 2006</i>	
<i>3.1.1.3: Implement yearly review process to identify appropriate levels of staffing to meet departmental needs.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	
<i>3.1.2.1 Ensure completion of facility enhancements commensurate with service plan and 20 year plan with annual review of project status and progress.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	
<i>3.1.2.2: Identify and implement process to obtain dedicated apparatus to meet training needs.</i>	<i>Jan. 2006</i>	<i>Mar. 2007</i>	
<i>3.1.2.3: Identify specific equipment needs and establish process to obtain equipment.</i>	<i>Nov. 2005</i>	<i>Jul. 2006</i>	
<i>3.1.2.4: Conduct annual review of appropriate levels of equipment and instructional material.</i>	<i>Jul. 2006</i>	<i>Ongoing</i>	
<i>3.1.3.1: Identify special operations training requirements and implement a review process as identified through community risk analysis.</i>	<i>Nov. 2005</i>	<i>Ongoing</i>	
<i>3.1.4.1: Develop and distribute In-Station Training Program to field.</i>	<i>Aug. 2005</i>	<i>Sept. 2005</i>	
<i>3.1.4.2: Review In-Station Training Program and enhance as applicable.</i>	<i>Sept. 2005</i>	<i>Nov. 2005</i>	
<i>3.1.5.1: Complete review and implement Officer Development Course.</i>	<i>May 2005</i>	<i>Oct. 2005</i>	
<i>3.1.6.1: Develop and implement process to conduct periodic review of all training programs by training staff.</i>	<i>Jun. 2005</i>	<i>Ongoing</i>	

Core Strategy #3: Human Resources Management & Development, Continued:

Objective 3.2: Diversity			
Key Measurement:	Initiation Date	Target Date	Date Completed
3.2.1.1: Train a cadre of department recruiters responsible for building and implementing recruitment programs to ensure diversity within the organization.	Nov. 2005	Apr. 2006	
3.2.1.2: Implement, evaluate and update recruitment program on an annual basis.	Apr. 2006	Ongoing	
3.2.2.1: Work collectively with County HR to identify and deliver training programs to all department personnel to create awareness of the County's diversity.	Dec. 2005	Ongoing	

Objective 3.3: Human Resources			
Key Measurement:	Initiation Date	Target Date	Date Completed
3.3.1.1: Consistent practices shall be maintained to ensure that all types of leave are handled fairly and equitably.	Mar 2006	Jul. 2006	
3.3.1.2: Establish policies and practices to ensure employees are compensated fairly and equitably.	Jul. 2006	Nov. 2006	
3.3.1.3: Establish timelines and guidelines to handle personnel matters affecting employees.	Mar 2006	May 2006	
3.3.1.4: Establish timelines and guidelines to actively fill all vacancies and enhancements.	Mar 2006	May 2006	
3.3.2.1 Create an environment that promotes advancement as it pertains to the merit system and provides a succession plan for each division.	Jan. 2006	Ongoing	

Core Strategy #3: Human Resources Management & Development, Continued:

Objective 3.4: Health, Safety & Wellness			
Key Measurement:	Initiation Date	Target Date	Date Completed
3.4.1.1: Secure an approved site for CPAT testing.	Sept. 2005	Jan. 2006	
3.4.1.2: Apply for CPAT license to IAFF and Initiate CPAT testing for all 2006 recruitment processes and beyond.	Sept. 2005	Jan. 2006	
3.4.2.1: Enhance and monitor the process to acquire the resources for a complete health & wellness program.	Nov. 2005	Dec. 2005	
3.4.2.2: Work with County HR to develop a return to work policy in accordance with NFPA 1582.	Jan. 2006	Aug. 2007	
3.4.2.3: Develop position specific (Haz Mat) medical evaluations and follow –up.	Jul. 2007	Aug. 2007	
3.4.3.1: Develop a job related work performance evaluation.	Dec. 2005	Jun. 2006	
3.4.3.2: Conduct trial exams to ensure validity.	Jun. 2006	Dec. 2006	
 4.3.3: Begin annual evaluations.	Dec. 2006	Mar. 2007	
3.4.3.4: Monitor employee conditions & offer peer fitness assistance as necessary	Mar. 2007	Ongoing	
3.4.4.1: Develop a comprehensive respiratory protection policy.	May 2005	Nov. 2005	
3.4.4.2: Identify the resources necessary and implement the respiratory protection program.	Nov. 2005	July 2006	
3.4.5.1: Prepare policy/job description for 24/7 Safety Officer Program.	Aug. 2005	Sept. 2005	
3.4.5.2: Select personnel and implement the program. Monitor accident/mishap/injury trends and take corrective action.	Jun. 2006	Aug. 2006	
3.4.5.3: Work with County Administration to develop a wellness center/wellness program for employees who are not required to meet NFPA 1582 as related to sedentary lifestyle; smoking; diet; physical fitness; preventive medicine.	May 2006	Jan. 2007	
3.4.5.4: Develop and implement apparatus and facility safety program to monitor accidents mishaps, injury trends and take corrective action.	May 2006	Ongoing	

Core Strategy #4: Financial and Infrastructure Management

Objective 4.1: Budgetary Development			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>4.1.1.1 Conduct preliminary budget forecasting and strategy sessions prior to the County Administrator's pending fiscal year "roll-out".</i>	2006	Ongoing	
<i>4.1.1.2 Employ budgetary planning tools that clearly reflect measurable benefit of proposed enhancements against performance measures, service plan requirements, and workload indicators.</i>	2006	Feb. 2006	
<i>4.1.2.1 Provide all program managers training in budgeting fundamentals, County processes and practices, and their respective roles and responsibilities.</i>	2006	Apr. 2006	
<i>4.1.2.2 Directly involve program managers in budget planning work sessions.</i>	2006	Ongoing	
<i>4.1.2.3 Provide program managers and senior staff with budgetary planning tools to aid in identifying and reporting forecasted needs.</i>	2006	May 2006	
<i>4.1.3.1 Through the Fire-Rescue Commission, establish a calendar of budgetary work sessions with volunteer companies to ensure timely communication of Company-requested and service plan recommended enhancements.</i>	2006	Aug. 2006	
<i>4.1.3.2 Provide volunteer leadership training in budgeting fundamentals, County processes and practices, and their respective roles and responsibilities.</i>	2006	Apr. 2006	
<i>4.1.3.3 Provide volunteer leadership with a user friendly electronic budgetary worksheet tool by which to achieve reporting uniformity.</i>	2006	May 2006	
<i>4.1.3.4 Establish and maintain a web-resident budget status clearinghouse enabling volunteer leadership to track progress regarding associated requests.</i>	2006	Oct. 2006	
<i>4.1.4.1 Conduct quarterly work sessions with County's Grant Management Program staff to assess relevant opportunities and ensure effective management of awards.</i>	2006	Ongoing	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.2: Inventory Management and Supply			
Key Measurement:	Initiation Date	Target Date	Date Completed
4.2.1.1 Create a model for effective division structure, scope of duties, staffing, and resources.	2006	Aug. 2006	
4.2.1.2 Budget for and hire necessary staff and essential resources.	Sept. 2006	2007	
4.2.2.1 Assess and plan for current and future departmental warehousing needs	2005	Apr. 2006	
4.2.2.2 Incorporate facility needs into the 20-year public safety facilities master plan.	2005	TBD 2006	
4.2.3.1 Assess best practices, methods, tools, to create an efficient and reliable inventory management system.	2005	Aug. 2006	
4.2.3.2 Per 4.2.3.1 findings, prepare related budget, project schedule, work processes, and procure and ready necessary resources.	Sept. 2006	Jan. 2008	
4.2.3.3 Pilot, troubleshoot, and remedy implementation with a narrow targeted segment of departmental inventory, followed by full implementation.	Mar. 2008	Mar. 2009	
4.2.4.1 Assess current and future supply distribution workload and best practice methods to establish an efficient and reliable supply distribution system.	2005	Aug. 2006	
4.2.4.2 Per 4.2.3.1 findings, prepare related budget, project schedule, work processes, and procure and ready necessary resources.	Sept. 2006	Apr. 2008	
4.2.4.3 Pilot, troubleshoot, and remedy implementation with a narrowly targeted sampling of remote work sites, followed by full implementation.	May 2007	May 2009	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.3: Facility Maintenance			
Key Measurement:	Initiation Date	Target Date	Date Completed
4.3.1.1 Establish a baseline of hard assets to be incorporated into and tracked through automated data files.	2006	Jun. 2006	
4.3.1.2 Procure or configure records management tools to permit necessary data capture and reporting, and perform data entry for all tracked assets	Jun. 2006	Apr. 2007	
4.3.1.3 Conduct annual assessment of each tracked asset and update associated records for observed conditions, reporting on need for asset replacement and/or repair	Nov. 2006	Ongoing	
4.3.1.5 Establish and annually update life-span thresholds for tracked asset types consistent with assessment findings.	2007	Ongoing	
4.3.2.1 Monitor SPROCKETS system work orders monthly to track progress and completion, and assess staff-observed facility-related repair needs and requested improvements not reported via SPROCKETS system.	2006	Ongoing	
4.3.2.2 Meet routinely with DGS to discuss open work orders, quality issues, delays in work completion, work deferred pending budget endorsement, and record agreed upon actions and remedies, preparing an annual report reflecting station maintenance and repair activities and unmet needs.	2006	Ongoing	
4.3.2.3 Develop with DGS an annual preventative maintenance schedule for all facilities.	2007	Ongoing	
4.3.3.1 Integrate reported data in 4.3.1 and 4.3.2 to prepare an annual budget for submission to DGS consistent with conditions set forth in 4.1.1	2007	Ongoing	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.4: CIP Management			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>4.4.1.1 Conduct an annual planning retreat to assess existing CIP/CNA documents in the context of service plan goals and standards, making recommendations to amend the plan per the County's capital budget planning schedule.</i>	2006	Ongoing	
<i>4.4.2.1 With DGS Program Management staff, revise and publish project schedules and progress reports quarterly for each approved and planned CIP project.</i>	2005	Ongoing	
<i>4.4.2.2 Establish sound methods to coordinate all tasks and procurements associated with timely preparation of facilities for occupancy.</i>	Oct. 2005	Ongoing	
<i>4.4.2.3 Complete framework for alignment of Commission FRG detailing PMB structure with County project management processes in accordance with strategy 4.4.2</i>	Sept. 2005	Jan. 2006	
<i>4.4.2.4 Develop and publish a design guide that provides for prototype station space programming, layout, and equipping.</i>	Dec. 2006	Mar. 2007	
<i>4.4.2.5 Develop a standardized and prioritized set of project "additions", "alternates", and "deletions" to adjust program scope to available budget as needed.</i>	Jan. 2007	May. 2007	
<i>4.4.3.1 Integrate tasks reflected in 4.3 to report to DGS annually on CARP needs.</i>	2007	Ongoing	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.5: Fleet Management			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>4.5.1.1 Implement a fleet management section to establish the coordination of apparatus maintenance within the department.</i>	Jul. 2006	Oct. 2006	
<i>4.5.1.2 Prepare a preventative maintenance schedule and work order system to be accessed via intranet.</i>	Jan. 2007	Mar 2007	
<i>4.5.2.1 Create standardized vehicle maintenance program consistent with NFPA, federal, state, and local guidelines that are evaluated and updated by the fleet management section each year.</i>	Jul. 2006	Jan. 2006	
<i>4.5.2.2 Establish an iForms user feedback system to capture the maintenance performance on a monthly basis by the fleet management section.</i>	Nov. 2006	Jan. 2007	
<i>4.5.3.1 Annual apparatus review to assess the working condition of the department's fleet .</i>	Dec. 2006	Apr. 2007	
<i>4.5.3.2 Ensure that personnel assigned to the fleet management section receive constant industry standard training and maintain memberships in key associations.</i>	Jan. 2007	Ongoing	
<i>4.5.3.3 Meet with Fire and Rescue CIP team semi-annually to provide necessary information for budget forecasting.</i>	Apr. 2007	Ongoing	
<i>4.5.4.1 Integrate service plan recommendations and forecasts to produce a 5-year fleet needs assessment identifying necessary new and replacement vehicles, with annual update.</i>	Nov. 2005	May 2006 – Ongoing	
<i>4.5.4.2 Create standardized vehicle specifications consistent with NFPA guidelines that are evaluated and updated by an assigned team at least every two years.</i>	Sept. 2005	Ongoing	
<i>4.5.4.3 Work through the F/R Commission to align volunteer company vehicle purchases with service plan provisions, when county funding is or may be sought.</i>	2006	May 2006	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.5: Fleet Management, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>4.5.5.1 Institute methods to ensure timely assessment of technical advances in apparatus manufacturing and equipping, to include membership in organizations that provide sound information and an informed peer network on related matters.</i>	2006	Ongoing	
<i>4.5.5.2 Develop apparatus specifications for both "urban/suburban" and "rural" operational assignment through assessment of differing service delivery conditions and requirements.</i>	Oct. 2005	Jan. 2006	
<i>4.5.6.1 Assign a team to manage pre-construction activities, monitor construction progress, oversee final inspection/ acceptance, and ready apparatus for service.</i>	Nov. 2005	Ongoing	
<i>4.5.6.2 Develop an apparatus construction and readiness task schedule to guide each new vehicle acquisition and measure progress.</i>	Dec. 2005	Mar. 2006	
<i>4.5.6.3 Prepare capital vehicle budgets that incorporate considerations for inflation, equipment, and prospective change orders.</i>	2006	Ongoing	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.7: Planning Referrals			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>4.7.1.1 Develop measurable linkage between development application information and strategic service delivery impacts.</i>	<i>Mar. 2006</i>	<i>Ongoing</i>	
<i>4.7.1.2 Incorporate measured service delivery impacts and forecasting of necessary resources into the referral review process and related staff reports.</i>	<i>Apr. 2006</i>	<i>Dec. 2006</i>	
<i>4.7.1.3 Report and provide exhibits annually summarizing new development activity/hazards, and related enhancements and CIP initiatives necessary to achieve service plan performance measures.</i>	<i>2007</i>	<i>Ongoing</i>	
<i>4.7.2.1 Improve geographic addressing of incident data for specific response location and type.</i>	<i>2006</i>	<i>Ongoing</i>	
<i>4.7.2.2 Create GIS data layers reflecting key service plan goals and standards for time, distance, and response capacity to overlay existing data layers</i>	<i>Jan. 2006</i>	<i>Jul. 2006</i>	
<i>4.7.2.3 Update planning sub-area maps that reflect location and density of community risks.</i>	<i>Mar. 2006</i>	<i>Feb. 2007</i>	
<i>4.7.2.4 Enroll the Fire-Rescue Planner in Deccan program user training.</i>	<i>2005</i>	<i>2006</i>	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.8: Communication and Data Technology			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Date Completed</i>
<i>4.8.1.1 Conduct an annual planning session with key personnel to assess existing departmental voice / data communications and identify gaps in coverage or service providing a yearly work plan.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	
<i>4.8.1.2 Work with Senior Staff to develop requests of any identified purchases necessary to establish, upgrade, or replace communications or data systems.</i>	<i>Apr. 2006</i>	<i>Jul. 2007</i>	
<i>4.8.2.1 Conduct quarterly meetings with E911 infrastructure provider.</i>	<i>Jul. 2005</i>	<i>Ongoing</i>	
<i>4.8.2.2 Conduct monthly maintenance meetings with radio system provider</i>	<i>Jul. 2005</i>	<i>Ongoing</i>	
<i>4.8.2.3 Conduct semi-annual meetings with DIT telecommunication systems personnel.</i>	<i>Jan. 2006</i>	<i>Ongoing</i>	
<i>4.8.3.1 Make certain all RFP's for new initiatives contain language to integrate with existing systems .</i>	<i>Jul. 2007</i>	<i>Ongoing</i>	
<i>4.8.3.2 Test and evaluate accuracy of integration with existing systems.</i>	<i>Upon installation</i>	<i>Ongoing</i>	

Core Strategy #4: Financial and Infrastructure Management, Continued:

Objective 4.9: Procurement			
Key Measurement:	Initiation Date	Target Date	Date Completed
4.9.1.1 Conduct a formal assessment through Financial Services and Purchasing to assess departmental practices.	2005	Jul. 2006	
4.9.1.2 Prioritize and implement assessment recommendations and measure results.	Aug 2006	Ongoing	
4.9.2.1 Realign team management structure to better integrate procurement and distribution personnel.	Jan. 2006	Ongoing	
4.9.2.2 Assess historical procurement activity to establish inventory "par levels" for all routinely acquired goods.	Jan. 2006	Jul. 2006	
4.9.2.3 Establish internal measures to ensure accountability for acquired goods from procurement through distribution.	Mar. 2006	Sept. 2007	
4.9.3.1 Conduct departmental procurement training for all personnel authorized to initiate purchases.	2006	Ongoing	
4.9.3.2 Assign a team that includes end users to identify methods by which to simplify procurement activities.	Jul. 2006	Jan. 2007	
4.9.3.3 Improve methods that promote volunteer company access to and benefit from associated County contracts.	Sept. 2007	an. 2008	
4.9.4.1 Conduct quarterly meetings with County Purchasing staff to assess work activity and flow, nature and rate of errors, and opportunities for improved performance and efficiency.	2005	Ongoing	

Objective 4.10: Administrative Support			
Key Measurement:	Initiation Date	Target Date	Date Completed
4.10.1.1 Assess current team structure and make recommendations to improve efficiency in work flow.	Oct. 2005	Apr. 2006	
4.10.1.2 Ensure participation by the Administrative Manager in the "program manager" and related informational and strategy-setting work groups.	2005	Ongoing	
4.10.2.1 Implement a work flow process that is guided by priorities and deadlines, equitable work distribution, and team skills.	2005	Jun. 2006 – Ongoing	

Core Strategy #5: Service to the Community

Objective 5.1: Community Outreach Education			
Key Measurement:	Initiation Date	Target Date	Date Completed
5.1.1.1: Support and expand programs designed to prevent Sudden Cardiac Death.	In Progress/ Expansion in FY06 & 08	Ongoing/ FY06 and FY08	
5.1.1.2: Support and expand programs designed to promote first aid capabilities.	In Progress	Ongoing	
5.1.1.3: Support and expand programs designed to educate non-native residents in 911-access/safety.	FY07	FY07	
5.1.1.4: Support and expand programs which educate and assists parents in child passenger safety, crib/home safety, etc.	In Progress	Ongoing	
5.1.1.5: Provide various citizens and groups First Aid training.	In Progress	Ongoing	
5.1.1.6: Develop and implement a media/public campaign of safety awareness addressing both Ongoing and seasonal community needs.	In Progress/ Expand in FY07	Ongoing/ FY07	
5.1.1.7: Citizens Fire Academy. Provide a modified, safely designed Fire and EMS academy designed to educate the citizen to the complex job of a Firefighter/EMT while instilling numerous prevention and emergency response concepts.	FY08	Spring 08	
5.1.2.1: Expand and support a program of babysitter safety training.	In Progress	Ongoing	
5.1.2.2: Expand and support selected programs designed to promote safety when unsupervised.	FY06	Spring '06	
5.1.2.3: Expand and support programs designed to teach first aid at the various cognitive levels.	FY08	FY08	
5.1.2.4: Expand and support programs designed to teach prevention and self preservation.	In Progress/ Expand in FY07	Ongoing/ FY07	
5.1.2.5: Expand and support 'camp-style' pediatric education programs both independent of and in collaboration with partnered public safety agencies.	In Progress	Ongoing	

Core Strategy #5: Service to the Community, Continued:

Objective 5.1: Community Outreach Education, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
5.1.3.1: Develop, implement and support a program of prevention and self-preservation for the transition from home to collage/independence.	Pilot FY06	FY07	
5.1.3.2: Support and Expand First Aid programs tailored to the specific needs and cognitive levels of the young adult population.	In Progress	FY06	
5.1.3.3: Support and expand efforts in the education of organized youth groups (Boy/Girl Scouts) in the provision of First aid, CPR, and personal safety and readiness.	In Progress	Ongoing	
5.1.3.4: Children's Fire Academy. Provide a modified, safely designed Fire and EMS academy designed to promote the complex yet rewarding job of a Firefighter/EMT while instilling numerous prevention and emergency response concepts.	FY08	FY08	
5.1.3.5: Expand and support pediatric targeted programs to promote safety and prevention via mass gathering 'booth-style' information distribution.	In Progress	Ongoing	
5.1.3.6: Expand and maintain a library of relevant age and area appropriate programs for targeted implementation at individual schools.	FY06	FY06	
5.1.4.1: Expand and Support a program of strategically locating pertinent medical information for rapid EMS retrieval.	In Progress	Ongoing	
5.1.4.2: Provide programs designed to infuse the elderly/caregivers with age-specific concepts designed to maintain independence and safety.	In Progress/ Expand in FY06	Ongoing/ Jun '06	

Core Strategy #5: Service to the Community, Continued:

Objective 5.2: Station-based Community-specific Prevention and Preparedness:			
Key Measurement:	Initiation Date	Target Date	Date Completed
5.2.1.1: Expand and support the educational programs associated with Fire Safety Month.	In Progress	Ongoing	
5.2.1.2: Perform an annual evaluation of the station based public education offerings, selecting changes per need.	Annually	Jun	
5.2.1.3: Provide the community a point of access to information regarding Department and County information such as Burn ban, permitting, etc. to provide public with direction in resolving their issue.	Present, need expansion	FY07	
5.2.1.4: Expand and support the program of providing the public both scheduled and unscheduled tours of the Fire Rescue facilities. Educate the public on the expanded mission of safety and prevention.	In Progress	Ongoing	
5.2.1.5: Provide access to information regarding safe Hazardous Material disposal and safe handling information.	FY07	FY07	
5.2.1.6: Develop procedure to provide safe haven at local fire-rescue stations for children in need/danger.	FY07	FY07	
5.2.2.1: Provide a program of Residential Inspections, when invited, to residences. Educate on problems found. Inspect public areas of multi-family dwellings to identified problems and preplan.	FY07	Spring '07	
5.2.2.2: Expand and support a program designed to increase the survivability from house.	In Progress	Ongoing	
5.2.2.3: Expand and support a program of rapid access to both businesses and targeted residences via secured keys designed to minimize damage when accessing the building during incidents when the extent of the emergency isn't known.	In Progress	Ongoing	
5.2.2.4: Develop and implement a program of identifying technology-dependent, disabled, and at-risk persons to allow planning for the Department's repose to an emergency and educating the family in assisting and preventing such.	In Progress	Ongoing	

Core Strategy #5: Service to the Community, Continued:

Objective 5.2: Station-based Community-specific Prevention and Preparedness, Continued:

Key Measurement:	Initiation Date	Target Date	Date Completed
<i>5.2.3.1: Perform annual evaluation of local educational institutions and their safety needs. Prioritize institutions and select/implement programs based on those needs.</i>	2006	Jun	
<i>5.2.3.2: When possible, expand and support a program of supporting traditional education by bringing the Department members into after-school 'tutoring' to assist in the learning while providing those students with a Role Model in the person of a Firefighter/EMT.</i>	In Progress	Ongoing	

Objective 5.3: Emergency Management:

Key Measurement:	Initiation Date	Target Date	Date Completed
<i>5.3.1.1: Enhance and maintain the comprehensive Hazard Analysis and Risk Assessment program through collaboration among Emergency Support Function (ESF) workgroups.</i>	In progress	Ongoing	
<i>5.3.1.2: Provide meaningful input and continued support of the annual Local Capability Assessment Review (LCAR). Garner information and target future program enhancements based on gap analysis identified as a result of this review</i>	In progress	Ongoing	
<i>5.3.1.3: Cooperate and collaborate with regional partners in pursuit of the Regional Hazard Mitigation plan (DMA2K)</i>	In progress	Ongoing	
<i>5.3.1.4: Identify mitigation projects that meet criteria thresholds for submission to the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program.</i>	Spring 06	Spring 07	
<i>5.3.1.5: Submit appropriate mitigation projects to FEMA for Hazard Mitigation Grant Program consideration.</i>	Spring 07	Spring 08	

Core Strategy #5: Service to the Community, Continued:

Objective 5.3: Emergency Management, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>5.3.2.1: Enhance the community outreach program by identifying new venues, targeting specific demographics and incorporating a more interactive experience.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.2: Create and widely distribute an OEM newsletter available to citizen, community leaders and system users that will promote awareness and preparedness.</i>	<i>Spring 06</i>	<i>Ongoing</i>	
<i>5.3.2.3: Promote, recruit for, and enhance the Community Emergency Response Team (CERT) program.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.4: Review and revamp the OEM website to include an interactive experience for visitors and updated preparedness information.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.5: Establish a local Citizen Corps Council in an effort to coordinate and collaborate the efforts of member organizations (CERT, Neighborhood Watch, Volunteers in Police Service, and Medical Reserve Corps)</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.6: Partner with the National Weather Service (NWS) to maintain the Storm Ready certification for Loudoun County by offering additional weather spotting courses.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.7: Expand the community outreach program by establishing a partnership with another agency and identifying a program for a specific audience (ex: work with Boy/Girl Scouts to create a family disaster kit).</i>	<i>Spring 06</i>	<i>Fall 06</i>	
<i>5.3.2.8: Develop a core curriculum for Emergency Operations Center (EOC) participants including a fundamental cadre of courses necessary for successful achievement of individual tasks.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.9: Establish, maintain and widely distribute a training calendar displaying course descriptions, dates and times.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.10: Develop and host an ongoing series of functional exercises designed to engage and challenge ESF workgroups.</i>	<i>Spring 06</i>	<i>Ongoing</i>	
<i>5.3.2.11: Design, plan and host a large-scale exercise designed to test the plans of each representative discipline.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.3.2.12: Document and incorporate lessons learned from exercises to enhance and improve existing plans and procedures.</i>	<i>In progress</i>	<i>Ongoing</i>	

Core Strategy #5: Service to the Community, Continued:

Objective 5.3: Emergency Management, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>5.3.3.1: Establish and maintain policies and procedures related to the use of the Reverse 911 Community Notification system.</i>	Summer 05	Ongoing	
<i>5.3.3.2: Establish and maintain policies and procedures related to the use of the "Loudoun Alert" program which utilizes the Roam Secure Network for emergency text messaging.</i>	Dec 05	Ongoing	
<i>5.3.3.3: Maintain the EOC in a constant and permanent state of readiness absent of shared space constraints and set-up/break-down tasks.</i>	In Progress	Ongoing	
<i>5.3.3.4: Implement and maintain a robust incident tracking software application to be used locally as well as a primary means of connectivity to regional, state, and federal partners.</i>	Dec 05	Ongoing	
<i>5.3.3.5: Identify, secure, pre-plan and maintain a number of resource staging sites strategically placed throughout the county.</i>	In Progress	Ongoing	
<i>5.3.3.6: Develop, implement and maintain an emergency shelter and point of dispensing facility routing system to be used when such facilities are opened.</i>	In Progress	Ongoing	
<i>5.3.3.7: Develop and maintain EOC position descriptions, roles and responsibilities.</i>	In Progress	Ongoing	
<i>5.3.3.8: Develop and maintain a comprehensive package of EOC policies and procedures designed to aid in the successful execution of the county's Emergency Operations Plan.</i>	In Progress	Ongoing	
<i>5.3.3.9: Review, revise, create and maintain appropriate annexes and appendices to the Emergency Operations Plan (EOP).</i>	In Progress	Ongoing	
<i>5.3.3.10: Review and enhance situational awareness documentation generated by OEM staff, to include Event and Intelligence Briefing Sheets, Situation Reports and the like.</i>	In Progress	Mar 06	

Core Strategy #5: Service to the Community, Continued:

Objective 5.3: Emergency Management, Continued:			
Key Measurement:	Initiation Date	Target Date	Date Completed
5.3.4.1: Provide Ongoing Damage Assessment training.	In Progress	Ongoing	
5.3.4.2: Develop and maintain a comprehensive Damage Assessment program focused on improved efficiency during initial recovery activities.	In Progress	Ongoing	
5.3.4.3: Collaborate with all relevant agencies to design and implement a Land Management Information System (LMIS) based damage assessment inspection form.	In Progress	Ongoing	
5.3.4.4: Provide an updated list of FEMA forms on the OEM website and make them available for download.	In Progress	Ongoing	
5.3.4.5: Host an information center designed to answer questions from the community following a major event.	In Progress	Spring 06	
5.3.4.6: Develop and maintain an event catalog used to capture a complete package of information related to an event. This document would be used later to identify lessons learned and other opportunities for improvement.	In Progress	Ongoing	
5.3.5.1: Enhance the interactive web-based special events form.	Sept 05	Dec 05	
5.3.5.2: Develop, implement and maintain a consistent method utilized to distribute pertinent information to the appropriate providers.	In Progress	Ongoing	
5.3.5.3: Develop a series of event thresholds used to determine key resources required.	In Progress	Spring 06	
5.3.5.4: Expand community outreach in an attempt to engage event organizers who may be unaware of planning requirements.	In Progress	Ongoing	
5.3.5.5: Develop and maintain a comprehensive package of event type templates that can be provided to organizers to better assist them with their planning requirements.	In Progress	Ongoing	

Core Strategy #5: Service to the Community, Continued:

Objective 5.4: Recovery:			
Key Measurement:	<i>Initiation Date</i>	<i>Target Date</i>	<i>Date Completed</i>
<i>5.4.1.1: Expand and support programs that assisting the resident of a dwelling in beginning the recovery process after a fire.</i>	<i>In Progress</i>	<i>Ongoing</i>	
<i>5.4.1.2: Expand and support a Chaplin Program designed to assist family members in addressing immediate needs during and immediately after the emotionally charged emergency incidents.</i>	<i>In progress</i>	<i>Ongoing</i>	
<i>5.4.1.3: Provide the training and support necessary to comply with mandated Child Protective Services reporting.</i>	<i>FY07</i>	<i>Fall '06</i>	
<i>5.4.1.4: Provide the training and support necessary to comply with mandated Adult Protective Services reporting.</i>	<i>Feb. 2005</i>	<i>Ongoing</i>	
<i>5.4.2.1: Review and update field contact information for resources necessary to initiate Hazardous Material abatement personnel access.</i>	<i>FY06</i>	<i>Winter '06</i>	
<i>5.4.2.2: Support a program of active public information disbursement from a central Public Information Officer providing relevant pre, post, and ongoing emergency information.</i>	<i>In Progress</i>	<i>Ongoing</i>	
<i>5.4.2.3: Develop a program of maintaining positive media relationships designed to promote the dissemination of relevant information.</i>	<i>FY08</i>	<i>FY08</i>	

Core Strategy #5: Service to the Community, Continued:

Objective 5.5: Regulatory Compliance:			
Key Measurement:	Initiation Date	Target Date	Date Completed
<i>5.5.1.1: Organize the current inspection system to include commercial and retail locations that are not part of the Fire Marshal permit system.</i>	<i>Feb. 2005</i>	<i>Jan. 2006</i>	
<i>5.5.1.2: Implement a regular procedure to update the building inventory to ensure new buildings are re-called for inspection.</i>	<i>Jun 2005</i>	<i>Jan. 2006</i>	
<i>5.5.1.3: Enhance LMIS to allow the programmed inspections to be scheduled and transmitted to the Fire Marshal's Office.</i>	<i>Feb. 2005</i>	<i>Jan. 2006</i>	
<i>5.5.1.4: Develop the management procedures for scheduling inspections and reporting work activity.</i>	<i>Nov. 2005</i>	<i>Jan. 2005</i>	
<i>5.5.2.1: Identify and implement means to mobilize fire inspection personnel, using LMIS and wireless technology.</i>	<i>Jun 2005</i>	<i>Sept. 2006</i>	
<i>5.5.2.2: Identify and develop work locations throughout Loudoun County capable of supporting program needs.</i>	<i>Sept. 2005</i>	<i>Sept. 2006</i>	
<i>5.5.2.3: Develop and implement community outreach programs to assist in the fire prevention efforts for targeted populations.</i>	<i>Jun 2006</i>	<i>October 2006</i>	
<i>5.5.2.4: Develop the management procedures for employee scheduling and data entry.</i>	<i>Apr. 2006</i>	<i>Sept. 2006</i>	
<i>5.5.3.1: Develop the budgetary needs and funding stream to hire, train and supervise systems testing personnel.</i>	<i>Apr. 2006</i>	<i>Sept. 2007</i>	
<i>5.5.3.2: Identify and program the systems inventory for scheduling of work.</i>	<i>Apr. 2006</i>	<i>Sept. 2007</i>	
<i>5.5.3.3: Develop work and reporting procedures to support the program.</i>	<i>Apr. 2006</i>	<i>Sept. 2007</i>	

Core Strategy #5: Service to the Community, Continued:

Objective 5.5: Regulatory Compliance:			
Key Measurement:	Initiation Date	Target Date	Date Completed
5.5.4.1: Procure new and enhanced fire investigation and surveillance equipment.	Jul. 2005	Nov. 2005	
5.5.4.2: Re-institute the "Fire Investigations Task Force " to provide broad-based resources for targeted fire investigations.	Jul. 2005	Jan. 2006	
5.5.4.3: Support the Certified Fire Investigator training for fire investigation staff.	Jun 2005	Ongoing	
5.5.4.4: Procure a Total Containment Vessel, with CBRNE capability, using available grant funding, in order to ensure a safe means of explosives transport.	Aug. 2005	Nov. 2005	
5.5.4.5: Fully train 2 explosives technicians to ensure minimum staffing of the Explosives and Hazardous Devices Team.	Sept. 2005	Dec. 2005	
5.5.4.6: Develop coordinated operational procedures and joint training for explosives related incidents.	Sept. 2005	Apr. 2006	
5.5.4.7: Develop resources and procedures to expand investigative services for environmental crimes.	Sept. 2006	Jul. 2007	
5.5.5.1: Develop and post on the Department web site seasonal and otherwise timely fire safety information.	Mar 2005	Ongoing	
5.5.5.2: Participate in the County "e-permit" system to allow for electronic application and payment for Fire Marshal use permits.	Sept. 2005	Jul. 2006	
5.5.6.1: Expand front desk services to ensure coverage during the County normal business hours.	Sept. 2005	Jul. 2006	
5.5.6.2: Continuously seek technology enhancements in order to expand customer access to services.	Ongoing	Ongoing	